

Town of Holden • Massachusetts



FY 2018 BUDGET

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FY 2018
BUDGET CALENDAR

Department Capital Budget Submission	November 11, 2016
Departments Submit Operating Budgets	November 11 – December 9, 2016
Town Manager Review	December 12 – January 13, 2017
Budget Production	January 17 - February 14, 2017
Budget Submission	February 15, 2017
Finance Committee Budget Review	February 22 - March 29, 2017
Last Day to Submit Warrant Articles	March 31, 2017
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 3, 2017
Post Warrant for Annual Town Meeting	April 28, 2017
Annual Town Election	May 8, 2017
Town Reports Available	May 15, 2017
Adjourned Annual Town Meeting	May 15, 2017



Town of Holden MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

Jacquelyn M. Kelly
Town Manager

February 15, 2017

TO THE MEMBERS OF THE BOARD OF SELECTMEN AND FINANCE COMMITTEE FY 2018 BUDGET MESSAGE & RESOURCE PROFILE

Submitted herein are the Fiscal Year 2018 Operating and Capital Budgets and Resource Profile for the Town of Holden. Our goals for each budget are to provide effective municipal services to our residents, to stabilize our tax rate, to continue our commitment to supporting education, and to build upon and maintain our strong and unprecedented financial standing – one which has precipitated increases in our Bond Ratings from both Standard and Poors and Moody's. Guiding and managing our financial and human resources to meet these goals is the priority of the Town Manager and Department Heads. This budget represents our collective best effort to craft a \$62.7 Million budget that will meet our goals in FY 18 and in the foreseeable future.

In the enclosed budget documents, there are three new Funds shown: Other Post Employment Benefits, Open Space Fund, and Regional Dispatch Capital Fund. Also new this year is a Capital Budget Five-Year History spanning the years from the first capital budget in 2013 through 2017. There are no new employee positions proposed in the operating budget. We have also analyzed our heating fuel, gasoline and diesel expenses and have lowered our fuel expense line items to reflect projected lowered costs.

HIGHLIGHTS

The Resource Profile is a summary of the FY 2018 Budget's revenue and expenditures along with a projected tax rate and resulting change in the average residential tax bill. The expenditures side of the budget contains general expenditures in the total amount of \$51,917,579, plus another \$10,809,533 in restricted expenditures. The total is an unprecedented municipal expenditure budget in the amount of \$62,727,112. Also included in this document are a Five-Year Financial Plan and Municipal Budget Comparisons.

Permanent Debt and Bond Anticipation Notes -- Mountview Middle School – The Town issued \$15 Million in permanent debt and \$7 Million in Bond Anticipation Notes (BAN's) for the Mountview Middle School project. In FY 2018, we have planned to issue additional temporary borrowing should it be needed and to refinance the \$7 Million in BAN's based on projected project needs. Debt payments for the permanent debt and interest payments on the temporary borrowings are contained in the General Government, Debt budget. The principal and interest payments due in FY 2018 on the permanent borrowings will be \$1,295,625 and the cost for the temporary borrowing is estimated to be \$200,000. Final close-out of the Mountview Project is expected during FY18. The permanent debt was excluded from the limits of Proposition 2 ½ by a ballot vote.

New DPW Facility – After the completion of the Mountview Middle School, replacing the DPW Facility is the number one capital priority for the Town. Replacement of the current DPW Facility will provide needed space for our fleet and equipment, much of which is stored outside, and will house our largest Department's operations under one roof.

A DPW Facilities Committee was established last year to study possible sites and recommend plans for a facility. In FY17, \$315,000 was appropriated at Town Meeting to support the planning and development of the new facility.

The actual construction and initial borrowing for this project is planned for FY 2019 depending on when a site is secured and when the project is approved by Town Meeting, contingent upon a subsequent debt exclusion vote. At the current time, should voters approve this \$22 Million project, the permanent borrowings would be coordinated to come online after the retirement of the Elementary School Debt in FY2020. Debt service on our Mountview Feasibility study was retired in FY 2017. The Pool Debt will be paid off in FY 2018.

Capital Project for Holden Elementary Schools. Last year, FY17, Town Meeting approved the appropriation of \$160,000 from available funds, to upgrade the WiFi at Holden Elementary Schools and to purchase Information Technology Equipment. In FY 2018, we are proposing that \$150,000 be appropriated to augment and update various IT throughout the three Elementary Schools as well as improvements to school security. It is anticipated that this project will appear as a warrant article at the 2017 Annual Town Meeting.

Open Space Stabilization Fund – A new Stabilization Fund was created in FY17 to support the acquisition of open space. The amount of \$50,000 was transferred into the Open Space Fund in FY17 and an additional \$50,000 is proposed in the FY18 Budget.

Regional Dispatch – The Towns of Holden and Princeton formed the Wachusett Regional Emergency Communication Center in December 2014 using grants from State 911. We have received further grants to study and develop plans to add a third member, the Town of West Boylston, which is scheduled to go 'live' in the Spring of 2017. Ongoing grants from State 911 and proportional payments from the Towns of Princeton and West Boylston will augment the costs of the Dispatch Center and thus lower Holden's costs for a higher level of service for our residents. Part of our inter-municipal agreement with Princeton and West Boylston provides for the payment of an annual capital equipment charge. These funds have been deposited into the Dispatch Capital Fund. The FY 18 addition will be \$16,000.

Reserves – During the past few years, we have developed policies to address our Other Post Employment Benefits (OPEB) liability, establish an appropriate level of financial reserves, and on the use of Free Cash. This Budget is consistent with these policies. A contribution in FY18 to the OPEB Fund in the amount of \$404,884 represents ten percent of certified Free Cash. \$750,000 is being added to the General Stabilization Fund. Another \$1,266,000 of Free Cash will be applied to other Stabilization Funds and the Capital Budget. According to the recommendations in this document, a total of 59.8% of Free Cash has been tapped to offset the overall budget in FY 2018. The combined balance in our General Stabilization Fund in FY18 will be \$3,966,167 and Free Cash will be \$5,594,118.

REVENUES

The FY 2018 Budget estimates total General Fund revenue for FY 18 at \$51,917,579, exclusive of our special funds. Of this amount, 78.2 % or \$35,724,898 is derived from the Tax Levy; State Cherry Sheet revenue is estimated to be \$2,041,007 or 4.5 %. We have level funded state aide as the state legislature will not vote on the final amount until much later in the budget season. The amount of \$5,211,926 is expected from Local Receipts representing 11.4 %; \$2,748,047 from Free Cash and other Intra-Government Transfers, or 6.0 %; and \$6,131,701 from so-called Debt Excluded Revenue.

For illustrative purposes, on the Resource Profile we separate our debt-excluded projects and MA School Building Assistance grants to show the portion of the taxes allocated for payment of debt-excluded debt. The Debt Exclusions represent a portion of the Pool Debt, the Mountview permanent borrowing, the Public Safety Debt, our portion of the High School Debt, and the Holden Elementary School Debt. NOTE: The SBA has changed its method of disbursing grants. The Mountview Building Project received ongoing reimbursements during construction, based on actual work completed (rather than yearly payments toward debt service as for the Elementary School Projects).

EXPENDITURES

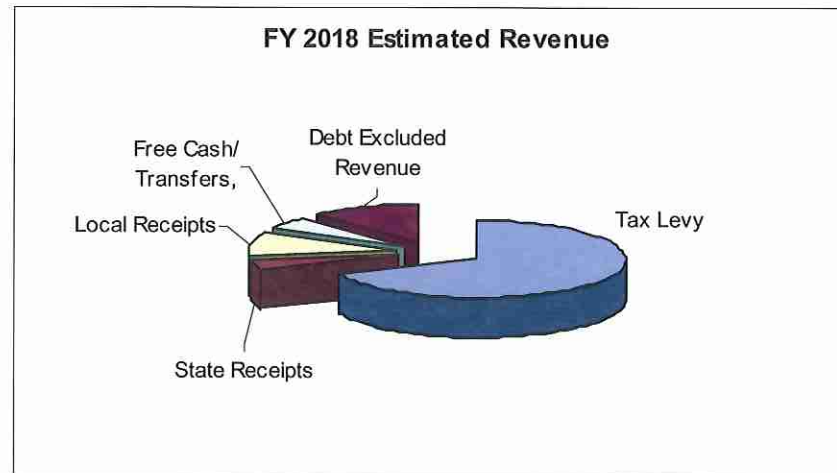
Wachusett Regional School District. The largest budget category is Education, the Town's expenditures to support the Wachusett Regional School District and Montachusett Regional Vocational School District. The Town is also responsible for paying full tuition and transportation costs for one student who has been placed out-of-District for vocational education. The total Educational expenses of \$26,904,732 comprise 51.8 % of our operating budget.

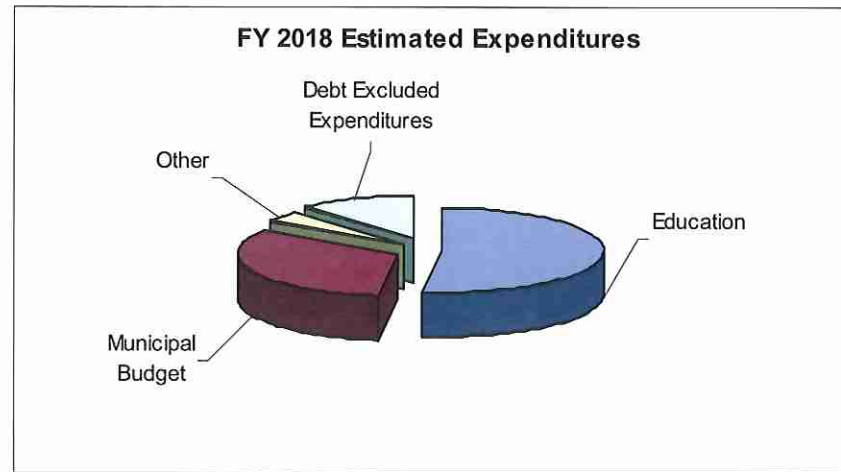
WRSD has requested an increase in assessment for FY18 of \$2,405,440 or 10 % over last year's final budget. The Assessment consists of four categories: the Minimum Local Contribution which is set by the MA Department of Elementary and Secondary Education, bus transportation, debt service (Wachusett Regional High School project) which are required payments to the District. The budget request includes an additional amount that has come to be called the Regional Agreement Spending Assessment, or voluntary payment which is over and above the required amount. The WRSD budget is our best estimate based on a preliminary budget issued by the Superintendent's Office in early 2017.

During the past several years, the District's initial budget did not receive the required support of four out of five District Member Towns. In FY17 Holden's WRSD assessment was reduced by \$587,034 after the initial budget was approved by the Holden Town Meeting. Unlike in prior years, our tax levy was subsequently reduced by this amount thus lowering our overall tax rate in FY 2017. Another effect of lowering the tax levy is that that the amount of \$587,034 will not 'fall' to our Free Cash to be certified effective 7/1/17.

Municipal Budget. After Education, the Municipal Budget represents the next largest portion expenditures (32.4%). These expenses include General Government, Public Safety, Public Works, Culture (Library and Historic Commission), Human Services (Senior Center and Veterans), and the Annual Capital Program. The Municipal Budget totals \$16,813,419 or an increase of 1.63% compared to last year. Other expenditures such as transfers to General Stabilization, other reserve funds, OPEB, and Overlay total \$1,963,860. Debt Excluded Expenditures are \$6,235,568 or 12 % of the General Fund Expenditures.

The following two charts illustrate our revenue from various sources and our expenditures – where the money comes from, and where it goes to. Note that approximately 68.2% of our revenue is derived from the property taxes and about 95% of our tax base is residential.





RESOURCE PROFILE

Pursuant to the 1981 MA State Law known as ‘Proposition 2 ½’, the annual permitted property tax levy is capped at a level which can only be exceeded by voter authorization through a town-wide ballot. This limit is calculated by taking the previous year’s levy limit, increasing it by 2.5%, adding the property taxes generated by any new construction that has occurred in the Town in the prior year, and adding the current debt service cost of any borrowing that has been excluded from the limits of Prop 2 ½ by a town-wide ballot.

Taking these factors into consideration, our total allowable Proposition 2 ½ increase next year would be \$869,505. The unused levy capacity is the difference between the needed expense appropriation and the Proposition 2 ½ cap. For FY 2018, the total Tax Levy based on this budget is estimated to be \$35,784,898. This budget presents the use of approximately 1.27% of the FY 18 allowable ‘2 ½’ increase, leaving a net excess levy capacity of \$424,816.

Free Cash was certified as of July 1, 2016 at \$4,048,835. We are proposing to apply \$2,420,884 of Free Cash to offset the expenses of this budget. Seven hundred and fifty thousand dollars (\$750,000) goes to Stabilization; \$404,884 to OPEB, \$50,000 will be contributed to each of the DPW Depreciation, Fire Stabilization, and Open Space Funds; \$150,000 is allocated to cover the WRSD supplemental capital project, \$16,000 goes to Dispatch Infrastructure Stabilization, and the remainder (\$950,000) would be applied to the General Fund portion of the FY 2018 Capital Improvement Program. As mentioned previously, this would amount to using about 59.8% of Free Cash and will leave a balance in Free Cash of \$1,627,956.

The projected tax rate for FY 2018 is \$18.81 per thousand dollars of assessed valuation. This is a \$1.22 increase compared to FY 2017 (\$17.59) -- a 7.1 % increase in the rate. This is an estimated rate only and subject to change; the actual rate will be established once the Budget is approved at Town Meeting, four out of five towns vote the District's Educational Assessment, the Recapitulation (Recap) Sheets are filed with the Department of Revenue, a unified tax rate has been established, and the Board of Assessors set the town-wide valuation schedules (November 2017). The average home value for FY18 as exhibited in the Resource Profile would be \$298,950 representing a 2% increase in values. Based on a tax rate of \$18.81, an average home owner can expect to pay about \$5,622 per year in real estate taxes, or \$466.83 more per household (9.1 %) compared to last year. The increase is mainly due to the increase in the WRSD Assessment.

OTHER FUNDS

The Town has other funds, separate from the General Fund, which are considered 'restricted funds' and are supported in general, by fees service. We have two Enterprise Funds: Water-Sewer and Solid Waste and Recycling, and four Revolving Funds: Recreation, Before-and After-School, Inspections, and Community Television.

Water Sewer Enterprise Fund

The submitted FY 2018 Water Sewer Enterprise Fund budget presents a comprehensive approach to meet the myriad of fiscal, operational and long-term capital challenges facing our water and sewer system. From a budgetary standpoint, we have made strides in the past few years to balance the Water-Sewer Enterprise Fund and plan for the continued capital and operational costs. The Water-Sewer Enterprise Fund does not include a rate increase in FY 2018.

Solid Waste/ Recycling Fund

The Town's contract with Casella, our solid waste and recycling contractor, will be renewed on July 1, 2017. The new contract will require that the fees for the solid waste/ recycling program be increased. The increase is due to increases in the costs of recycling and expected contractual increases in our tipping fees at Wheelabrator of Millbury. We believe that we have established an effective working relationship with Casella which provides a high level of service to our customers. Casella has agreed to take over the storage and management of the Town's recycling bins so we will no longer have to pay for private storage space. That will save this Fund approximately \$25,000 per year.

Inspections

The fees for our various building permits and inspections – building, electrical, plumbing, gas, etc., have not been adjusted in fifteen years and the fees collected do not offset our costs. Staff will bring forward a proposal in the spring to adjust our outdated fees by 15% to result in an additional \$27,750 in revenue.


Municipal Modernization Act

The Municipal Modernization Act, signed into law in FY 2017 by Governor Baker, contains various means to streamline local government finance. Overall, the Act is welcome and will change the way we do business, for the better. One of the new changes removes any cap on Revolving Funds. These changes will require that the Town take action at Town Meeting to bring our Revolving Funds into compliance with the new regulations and in some cases will require that we amend the special legislation which originally established the cap (such as the Recreation Revolving Fund).

CONCLUSION

The proposed FY 2018 Budget retains our municipal service levels and supports our commitment to education. The Budget also provides unprecedented financial reserves, continues to fund our capital and infrastructure improvements, and continues to address our OPEB obligation. Due to the strength of our financial picture, in the past four years, the Town's credit rating has been upgraded by Standard and Poors from AA-- to AA, and from AA to AA+ . Last year, Moody's also upgraded our Municipal Credit Rating to AA2. A good credit rating means lower interest rates on our borrowings which translates into cost savings to our taxpayers. The fiscal health of our other funds such as Water-Sewer Enterprise, Solid Waste & Recycling Fund, and Recreation Revolving Fund also play a part in the Town's stable financial outlook.

Most importantly, I believe that this fiscal plan represents our best effort to meet the diverse needs and expectations of our community. I want to thank and acknowledge the Department Heads, especially our finance team, and our many talented employees for their assistance in the preparation of this budget and for the skills they bring to their jobs on a daily basis. Special thanks to Lori Rose, Town Accountant, for her expertise and good counsel, and to Donna Cross, Administrative Assistant, for her skills preparing and assembling this document and her endless patience. I look forward to working with the Board of Selectmen, the Finance Committee, and other interested citizens to produce a final budget that meets the needs and expectations of the citizens of Holden.



Jacquelyn M. Kelly
Town Manager

TOWN OF HOLDEN FY 2018 RESOURCE PROFILE

	FY16 RECAP	FY17 SUBMITTED	FY17 TOWN MEETING	FY17 RECAP	FY18 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
Total Assessed Value (Est.)	1,976,440,200	1,976,440,200	2,015,928,204	2,091,650,920	2,133,483,900	41,832,980	2.0%
Average Assessed Home	278,326	278,326	283,893	293,092	298,950	5,858	2.0%
Tax Rate	17.25	19.66	18.60	17.59	18.81 \$	1.22	7.1%
Average Tax Bill	4,801	5,471	5,281	5,155	5,622 \$	466.83	9.1%
Tax Rate Change	-0.77	2.41	1.35	0.34	1.22		
Excess Levy Capacity	2,233,560	215,596	1,562,784	2,274,167	424,816	-1,849,351	
GENERAL FUND REVENUES							
Tax Levy	31,024,762	33,976,877	33,221,074	32,506,042	35,724,898	3,218,856	9.90%
Supplemental Tax Assessment	60,000	60,000	60,000	60,000	60,000	0	0.00%
Tax Receipts - Non-excluded	31,084,762	34,036,877	33,281,074	32,566,042	35,784,898	3,218,856	9.88%
Percentage of General Fund Revenues	76.8%	78.7%	76.5%	75.7%	78.2%	116.3%	
Cherry Sheet- Unrestricted	1,767,786	1,767,786	1,767,786	1,843,617	1,843,617	0	0.00%
Cherry Sheet- Offsets	177,477	177,477	177,477	227,859	197,390	-30,469	-13.37%
State Receipts	1,945,263	1,945,263	1,945,263	2,071,476	2,041,007	-30,469	-1.57%
Percentage of General Fund Revenues	4.8%	4.5%	4.5%	4.8%	4.5%	-1.1%	
General Estimated Receipts	1,876,316	1,882,809	1,880,709	1,987,392	1,893,426	-93,966	-4.73%
Indirect Charges	86,750	92,000	92,000	92,000	92,000	0	0.00%
Excise Receipts	2,050,000	2,050,000	2,050,000	2,050,000	2,100,000	50,000	2.44%
Sewer Connection Betterment	48,586	42,000	42,000	42,000	41,500	-500	-1.19%
EMS Receipts	800,000	850,000	850,000	850,000	850,000	0	0.00%
Regional Dispatch Municipal Assessment	85,290	85,290	85,290	85,290	235,000	149,710	175.53%
Local Receipts	4,946,942	5,002,099	4,999,999	5,106,682	5,211,926	105,244	2.06%
Percentage of General Fund Revenues	12.2%	11.6%	11.5%	11.9%	11.4%	3.8%	
Free Cash	2,158,787	1,948,473	2,948,743	2,948,743	2,420,884	-527,859	-17.90%
Overlay Reserve	50,000	50,000	50,000	50,000	50,000	0	0.00%
Light Dept In Lieu	140,050	142,851	144,277	144,277	147,163	2,886	2.00%
Wachusett Fund	25,000	25,000	25,000	25,000	25,000	0	0.00%
Cemetery Perpetual Care Trust Fund	5,000	5,000	5,000	5,000	5,000	0	0.00%
Recreation Portion Pool Debt	100,000	100,000	100,000	100,000	100,000	0	0.00%
Free Cash / Intra-Government Transfers	2,478,837	2,271,324	3,273,020	3,273,020	2,748,047	-524,973	-16.04%
Percentage of General Fund Revenues	6.1%	5.3%	7.5%	7.6%	6.0%	-19.0%	
TOTAL GENERAL FUND REV - NON-EXCLUSION	40,455,804	43,255,563	43,499,356	43,017,220	45,785,878	2,768,658	6.44%
DEBT EXCLUSION REVENUE							
Debt Exclusion (Net)	3,069,208	4,873,464	4,282,079	4,285,728	4,398,913	113,185	2.64%
SBAB Reimbursement Elementary	1,732,789	1,732,788	1,732,788	1,732,788	1,732,788	0	0.00%
Debt Excluded Revenue	4,801,997	6,606,252	6,014,867	6,018,516	6,131,701	113,185	1.88%
TOTAL GENERAL FUND REVENUE	45,257,801	49,861,815	49,514,223	49,035,736	51,917,579	2,881,842	5.88%

TOWN OF HOLDEN FY 2018 RESOURCE PROFILE

	FY16 RECAP	FY17 SUBMITTED	FY17 TOWN MEETING	FY17 RECAP	FY18 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
GENERAL FUND EXPENDITURES							
Required Minimum Contribution	17,355,236	17,578,031	17,578,031	17,578,031	17,626,751	48,720	0.28%
Voluntary Regional Assessment RASA	3,532,448	3,923,854	5,090,755	5,090,755	6,751,522	1,660,767	32.62%
Adj for Revised Regional School Assessment	0	0	0	-587,034	0	587,034	
School Transportation	1,396,905	1,437,389	1,625,660	1,625,660	1,734,579	108,919	6.70%
Montachusett Assessment	836,743	853,237	723,709	723,709	791,880	68,171	9.42%
Education	23,121,332	23,792,511	25,018,155	24,431,121	26,904,732	2,473,611	10.12%
Percentage of General Fund Expenditures	51.1%	47.7%	50.5%	49.8%	51.8%	85.8%	
Percentage of General Fund Expenditures (Excluding Debt)	57.3%	55.1%	57.7%	57.1%	58.9%	86.0%	
General Government	5,358,226	5,740,875	5,648,765	5,648,765	5,839,331	190,566	3.37%
Public Safety	4,888,402	5,377,189	5,184,975	5,184,975	5,420,145	235,170	4.54%
Public Works	2,784,425	2,890,646	2,850,342	2,850,342	3,010,671	160,329	5.62%
Culture	844,700	881,070	876,070	876,070	877,783	1,713	0.20%
Human Services	324,144	374,125	339,625	339,625	342,989	3,364	0.99%
Capital Budget	1,020,000	1,064,000	1,069,000	1,069,000	1,172,500	103,500	9.68%
School Capital Project	0	300,000	160,000	160,000	150,000	-10,000	-6.25%
DPW Design	0	0	315,000	315,000	0	-315,000	-100.00%
Land Purchase	0	0	100,000	100,000	0	-100,000	-100.00%
Municipal Budget	15,219,897	16,627,905	16,543,777	16,543,777	16,813,419	269,642	1.63%
Percentage of General Fund Expenditures	33.6%	33.3%	33.4%	33.7%	32.4%	9.4%	
Percentage of General Fund Expenditures (Excluding Debt)	37.7%	38.5%	38.1%	38.6%	36.8%	9.4%	
Infrastructure Investment Fund	0	0	0	0	0	0	0.00%
DPW Depreciation Fund	42,400	200,000	50,000	50,000	50,000	0	0.00%
Fire Vehicle Stabilization Fund	250,000	250,000	50,000	50,000	50,000	0	0.00%
Open Space Stabilization Fund	0	100,000	50,000	50,000	50,000	0	0.00%
Dispatch Infrastructure Stabilization Fund	0	5,000	5,000	5,000	16,000	11,000	220.00%
Non-Exempt Debt	462,667	355,280	355,280	355,280	216,068	-139,212	-39.18%
Oil Spill Clean Up Debt (Jefferson School)	42,020	42,020	40,875	40,875	40,875	0	0.00%
State Assessments (Transportation)	135,176	135,176	135,176	136,033	136,033	0	0.00%
Overlay/Abatements	253,113	250,000	250,000	251,108	250,000	-1,108	-0.44%
Stabilization Fund Appropriation	450,000	1,000,000	500,000	500,000	750,000	250,000	50.00%
Other Post Employment Benefits Trust Fund	375,000	393,473	393,473	393,473	404,884	11,411	2.90%
Other Expenditures	2,010,376	2,730,949	1,829,804	1,831,769	1,963,860	132,091	7.21%
TOTAL GENERAL FUND EXP. - NON-EXCLUSION	40,351,605	43,151,365	43,391,736	42,806,667	45,682,011	2,875,344	6.72%
DEBT EXCLUSION EXPENDITURES							
Exempt Debt - excluded	3,858,787	5,663,041	5,103,041	5,209,624	5,216,123	6,499	0.12%
High School Debt - excluded	1,047,409	1,047,409	1,019,446	1,019,445	1,019,445	0	0.00%
Debt Excluded Expenditures	4,906,196	6,710,450	6,122,487	6,229,069	6,235,568	6,499	0.10%
Percentage of General Fund Expenditures	10.8%	13.5%	12.4%	12.7%	12.0%		
TOTAL GENERAL FUND EXPENDITURES	45,257,801	49,861,815	49,514,223	49,035,736	51,917,579	2,881,843	5.88%
REVENUE/EXPENDITURE DIFFERENCE	0	0	0	0	0	0	0.00%
						School Change	
WRSD School Budget without Debt	\$22,284,589	\$22,939,274	\$24,294,446	\$23,707,412	\$26,112,852	2,405,440	10.15%
WRSD School Budget with Debt	\$23,374,018	\$24,028,703	\$25,354,767	\$24,767,732	\$27,173,172	2,405,440	9.71%

TOWN OF HOLDEN FY 2018 RESOURCE PROFILE

	FY16 RECAP	FY17 SUBMITTED	FY17 TOWN MEETING	FY17 RECAP	FY18 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
RESTRICTED REVENUE							
LIBRARY OFFSETS	30,289	30,289	30,289	29,685	29,685	0	0.00%
RECREATION REVOLVING	401,590	432,898	432,898	432,898	509,596	76,698	19.10%
AFTER SCHOOL REVOLVING	323,814	327,072	327,072	327,072	317,846	-9,226	-2.85%
CABLE REVOLVING ACCOUNT	230,000	230,000	230,000	230,000	250,000	20,000	8.70%
SOLID WASTE ENTERPRISE FUND	1,132,100	1,141,100	1,141,100	1,142,967	1,315,600	172,633	15.25%
INSPECTIONAL SERVICES REVOLVING	292,500	182,500	182,500	182,500	212,750	30,250	10.34%
WATER SEWER REVENUE	5,983,074	6,277,900	6,277,900	6,253,304	6,308,900	55,596	0.93%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	42,400	200,000	50,000	50,000	50,000	0	0.00%
FIRE VEHICLE STABILIZATION FUND	250,000	250,000	50,000	50,000	220,000	170,000	68.00%
TOTAL RESTRICTED REVENUE	8,685,767	9,071,759	8,721,759	8,698,426	9,214,377	515,951	5.94%
RESTRICTED EXPENDITURES							
LIBRARY OFFSETS	30,289	30,289	30,289	29,685	29,685	0	0.00%
RECREATION REVOLVING	465,458	479,754	479,754	479,754	491,096	11,342	2.44%
AFTER SCHOOL REVOLVING	323,542	332,094	332,094	332,094	323,907	-8,187	-2.53%
CABLE REVOLVING ACCOUNT	302,695	338,217	338,217	338,217	432,332	94,115	31.09%
SOLID WASTE ENTERPRISE FUND	1,160,149	1,190,967	1,212,967	1,212,967	1,290,618	77,651	6.69%
INSPECTIONAL SERVICES REVOLVING	251,635	246,219	246,219	246,219	255,258	9,039	3.59%
WATER SEWER EXPENSES	7,098,637	7,382,460	7,407,864	7,407,864	7,986,637	578,773	8.15%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	222,400	280,000	280,000	272,469	0	-272,469	-122.51%
FIRE VEHICLE STABILIZATION FUND	250,000	600,000	600,000	600,000	0	-600,000	-240.00%
TOTAL RESTRICTED EXPENDITURES	10,104,805	10,880,000	10,927,404	10,919,269	10,809,533	-109,736	-1.09%

**BUDGET COMPARISON
FY2017 TO FY2018**

Department	FY2017				FY2018				Change	
	Personnel Services	Expenses	Offsets	Total	Personnel Services	Expenses	Offsets	Total	Dollar	Percentage
Moderator	100	65	-	165	100	65	-	165	-	0.0%
Selectmen	7,150	22,350	-	29,500	7,250	22,800	-	30,050	550	1.9%
Finance Committee	-	151,786	-	151,786	-	151,786	-	151,786	-	0.0%
Town Manager/ Personnel	442,464	24,234	22,000	444,698	461,732	24,086	22,000	463,818	19,120	4.3%
Information Technology	227,033	167,370	104,000	290,403	236,694	158,420	104,000	291,114	711	0.2%
Accounting	163,131	25,450	27,900	160,681	172,985	26,350	27,900	171,435	10,754	6.7%
Treasurer/ Collector	220,450	76,000	57,500	238,950	229,142	65,400	57,500	237,042	(1,908)	-0.8%
Assessor	177,551	71,600	-	249,151	183,731	31,600	-	215,331	(33,820)	-13.6%
Legal	-	170,000	-	170,000	-	180,000	-	180,000	10,000	5.9%
Town Clerk	207,769	37,126	-	244,895	168,160	33,041	-	201,201	(43,694)	-17.8%
Insurance	-	1,799,200	-	1,799,200	-	2,006,200	-	2,006,200	207,000	11.5%
Retirement	-	1,375,352	-	1,375,352	-	1,377,780	-	1,377,780	2,428	0.2%
Debt	-	5,460,017	1,732,788	3,727,229	-	5,433,818	1,732,788	3,701,030	(26,199)	-0.7%
Planning & Development	154,790	122,744	-	277,534	157,914	138,920	-	296,834	19,300	7.0%
Sealer of Weights & Measures	4,000	1,050	-	5,050	4,000	1,175	-	5,175	125	2.5%
Subtotal General Government	1,604,438	9,504,344	1,944,188	9,159,544	1,621,708	9,651,441	1,944,188	9,328,961	169,417	1.8%
Police	2,040,100	201,256	-	2,241,356	2,091,541	214,000	-	2,305,541	64,185	2.9%
Dispatch	457,746	20,500	-	478,246	535,267	32,400	-	567,667	89,421	18.7%
Animal control	58,049	10,600	-	68,649	61,227	10,998	-	72,225	3,576	5.2%
Fire	1,081,878	124,172	-	1,206,050	1,133,940	125,200	-	1,259,140	53,090	4.4%
EMS	734,526	151,276	-	885,802	758,288	155,400	-	913,688	27,886	3.1%
Emergency Management	72,052	17,320	-	89,372	73,064	13,320	-	86,384	(2,988)	-3.3%
Public Safety Building	-	215,500	-	215,500	-	215,500	-	215,500	-	0.0%
Subtotal Public Safety	4,444,351	740,624	-	5,184,975	4,653,327	766,818	-	5,420,145	235,170	4.5%
DPW Administration	180,724	9,290	-	190,014	189,670	12,300	-	201,970	11,956	6.3%
DPW Engineering	157,653	151,675	-	309,328	157,613	180,175	-	337,788	28,460	9.2%
DPW Highway	499,094	870,868	-	1,369,962	518,125	870,800	-	1,388,925	18,963	1.4%
DPW Equipment Repair	186,526	18,840	49,000	156,366	188,942	18,450	49,000	158,392	2,026	1.3%
DPW Building and Grounds	428,844	305,628	28,000	706,472	435,596	345,700	28,000	753,296	46,824	6.6%
DPW Garage	-	41,200	-	41,200	-	93,300	-	93,300	52,100	126.5%
Subtotal Public Works	1,452,841	1,397,501	77,000	2,773,342	1,489,946	1,520,725	77,000	2,933,671	160,329	5.8%
Veterans Benefits	19,000	50,500	-	69,500	10,000	59,500	-	69,500	-	0.0%
Senior Center	237,175	32,950	-	270,125	243,589	29,900	-	273,489	3,364	1.2%
Subtotal Human Services	256,175	83,450	-	339,625	253,589	89,400	-	342,989	3,364	1.0%
Library	611,631	257,739	-	869,370	611,126	259,957	-	871,083	1,713	0.2%
Historical Commission	-	6,700	-	6,700	-	6,700	-	6,700	-	0.0%
Subtotal Culture	611,631	264,439	-	876,070	611,126	266,657	-	877,783	1,713	0.2%
TOTAL MUNICIPAL:	8,369,436	11,990,358	2,021,188	18,333,556	8,629,696	12,295,041	2,021,188	18,903,549	569,993	3.1%
Total minus Insurance, Retirement and Debt				11,431,775				11,818,539	386,764	3.4%
EDUCATION:										
Minumum Required Contribution		17,442,852		17,442,852		17,626,751		17,626,751	183,899	1.1%
Voluntary Contribution		4,691,139		4,691,139		6,751,522		6,751,522	2,060,383	43.9%
Transportation		1,573,421		1,573,421		1,734,579		1,734,579	161,158	10.2%
Debt		1,060,321		1,060,321		1,060,321		1,060,321	-	0.0%
Subtotal WRSD		24,767,733		24,767,733		27,173,173		27,173,173	2,405,440	9.7%
Montachusett Reg. Voc. Tech		723,709		723,709		791,880		791,880	68,171	9.4%
TOTAL EDUCATION:		25,491,442		25,491,442		27,965,053		27,965,053	2,473,611	9.7%
Total minus Insurance, Retirement and Debt				11,431,775				11,818,539	386,764	3.4%
Capital				1,364,000				1,172,500	(191,500)	-14.0%
TOTAL OPERATING AND CAPITAL W/O FIXED COSTS:				12,795,775				12,991,039	195,264	1.5%

**TOWN OF HOLDEN
FIVE YEAR PLAN
FY 2017 - FY2022**

	FY 2017	FY 2018	Dollar Change	Percent Change	FY 2019	Dollar Change	Percent Change	FY 2020	Dollar Change	Percent Change	FY 2021	Dollar Change	Percent Change	FY 2022	Dollar Change	Percent Change
REVENUE																
State Aid	2,101,161	2,070,692	(30,469)	-1.45%	2,070,692	-	0.00%	2,065,374	(5,318)	-0.26%	2,065,374	-	0.00%	2,065,374	-	0.00%
School Construction Aid	1,732,788	1,732,788	-	0.00%	1,732,787	(1)	0.00%	1,732,786	(1)	0.00%	-	(1,732,786)	-100.00%	-	-	0.00%
Local Receipts	5,106,682	5,211,926	105,244	2.06%	5,277,626	65,700	1.26%	5,283,420	5,794	0.11%	5,289,310	5,890	0.11%	5,295,303	5,993	0.11%
Free Cash Usage	2,948,743	2,420,884	(527,859)	-17.90%	1,016,000	(1,404,884)	-58.03%	849,000	(167,000)	-16.44%	824,000	(25,000)	-2.94%	624,000	(200,000)	-24.27%
Overlay Reserve Surplus	50,000	50,000	-	0.00%	100,000	50,000	0.00%	100,000	-	0.00%	75,000	(25,000)	-0.00%	75,000	-	0.00%
Property Tax	32,506,042	35,724,898	3,218,856	9.90%	37,448,925	1,724,027	4.83%	38,706,105	1,257,180	3.36%	40,009,811	1,303,706	3.37%	41,547,178	1,537,367	3.84%
Debt Exclusion (NET)	4,285,728	4,398,913	113,185	2.64%	4,394,167	(4,746)	-0.11%	4,709,839	315,672	7.18%	5,159,625	449,786	9.55%	5,125,425	(34,200)	-0.66%
Other Rev. (HMLD & recreation, Wachuset Fu	334,277	337,163	2,886	0.86%	238,622	(96,541)	-20.23%	241,594	2,972	1.25%	244,626	3,032	1.25%	247,719	3,093	1.26%
TOTAL REVENUES	49,065,421	51,947,264	2,881,842	5.87%	52,278,819	331,655	0.64%	53,688,118	1,409,299	2.70%	53,667,746	(20,372)	-0.04%	54,979,998	1,312,252	2.45%
APPROPRIATIONS																
Operating Budgets																
Wachuset Reg. School District	23,707,412	26,112,852	2,405,440	10.15%	26,896,238	783,386	3.00%	27,703,125	806,887	3.00%	28,534,218	831,094	3.00%	29,380,245	846,027	3.00%
Montachusett Reg. Tech. School	723,709	791,880	68,171	9.42%	815,636	23,756	3.00%	840,105	24,469	3.00%	865,309	25,203	3.00%	891,268	25,959	3.00%
Town	12,140,225	12,106,939	(33,286)	-0.27%	12,349,078	242,139	2.00%	12,596,059	246,982	2.00%	12,847,981	251,921	2.00%	13,104,940	256,960	2.00%
Capital budget																
Exempt Debt Service	6,229,069	6,235,568	6,499	0.10%	6,130,454	(105,114)	-1.69%	6,445,625	315,171	5.14%	5,162,125	(1,283,500)	-19.91%	5,127,425	(34,700)	-0.67%
Non-Exempt Service	306,155	256,943	(139,212)	-35.14%	221,768	(35,175)	-13.69%	340,717	118,949	53.64%	242,356	(88,361)	-28.87%	205,787	(36,569)	-15.09%
Cash	1,229,000	1,322,500	93,500	7.61%	1,150,500	(172,000)	-13.01%	845,200	(305,300)	-26.54%	683,000	(162,200)	-19.19%	764,000	81,000	11.86%
Infrastructure Investment	-	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Fund	-	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Total Capital	7,854,224	7,815,011	(39,213)	-0.50%	7,502,722	(312,289)	-4.00%	7,631,542	128,620	1.72%	6,087,481	(1,544,061)	-20.23%	6,097,212	9,731	0.16%
Pensions	1,375,352	1,377,780	2,428	0.18%	1,446,669	68,889	5.00%	1,519,002	72,333	5.00%	1,584,953	75,950	5.00%	1,674,700	79,748	5.00%
Insurance	1,789,200	2,006,200	207,000	11.51%	2,186,758	180,558	9.00%	2,383,566	196,808	9.00%	2,598,087	214,521	9.00%	2,831,915	233,828	9.00%
State Assessments	136,033	136,033	-	0.00%	136,033	-	0.00%	136,033	-	0.00%	136,033	-	0.00%	136,033	-	0.00%
Offset Aid - Library	29,685	29,685	-	0.00%	29,685	-	0.00%	29,685	-	0.00%	29,685	-	0.00%	29,685	-	0.00%
Overlay Reserve	251,108	250,000	(1,108)	-0.44%	200,000	(50,000)	-20.00%	200,000	-	0.00%	200,000	-	0.00%	200,000	-	0.00%
Warrant Art. - Stabilization Fund	500,000	750,000	250,000	50.00%	300,000	(450,000)	-60.00%	200,000	(100,000)	-33.33%	200,000	-	0.00%	200,000	-	0.00%
Warrant Art. - Other Stabilization	155,000	166,000	11,000	7.10%	166,000	-	0.00%	199,000	33,000	19.88%	324,000	125,000	62.81%	174,000	(150,000)	-46.30%
Other Post Employment Benefits	383,473	404,884	21,411	5.59%	250,000	(154,884)	-38.25%	250,000	-	0.00%	250,000	-	0.00%	250,000	-	0.00%
TOTAL APPROPRIATIONS	49,065,421	51,947,264	2,881,842	5.87%	52,278,819	331,655	0.64%	53,688,118	1,409,299	2.70%	53,667,746	(20,372)	-0.04%	54,979,998	1,312,252	2.45%
BALANCE	(0)	0			0			(0)			(0)			0		
Approximate Tax Rate (at current	17.59	18.81	1.22		19.61	0.81		20.15	0.54		20.96	0.81		21.66	0.70	
Excess Levy (approximate)	2,274,167	424,816			4,532			83,688			149,727			16,348		

BUDGET SUMMARY

	Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Request FY 2018	Manager FY 2018
General Government	4,512,798	4,772,655	4,972,529	5,648,765	5,550,531	5,839,331	5,839,331
Public Safety	4,272,095	4,416,371	4,567,184	5,184,975	5,235,386	5,698,899	5,420,145
Public Works	2,528,612	2,631,822	2,551,082	2,850,342	2,874,835	3,027,371	2,917,371
Human Services	299,299	294,839	356,244	339,625	333,635	347,189	342,989
Culture	785,082	788,430	828,655	876,070	858,330	877,783	877,783
TOTAL MUNICIPAL	12,397,886	12,904,117	13,275,694	14,899,777	14,852,717	15,790,573	15,397,619
TOTAL DEBT	4,014,074	4,157,151	4,530,771	5,460,017	5,566,700	5,433,818	5,433,818
TOTAL EDUCATION	22,459,302	22,719,125	23,718,087	26,078,476	25,491,442	27,965,053	27,965,053
TOTAL MUNICIPAL, DEBT AND EDUCATION	38,871,262	39,780,393	41,524,552	46,438,270	45,910,859	49,189,444	48,796,490
OTHER FUNDS							
Water/Sewer Enterprise Fund	5,704,740	6,046,327	6,338,815	7,407,864	6,671,647	7,986,037	7,986,037
Solid Waste Enterprise Fund	1,084,822	1,119,584	1,089,343	1,212,967	1,214,167	1,290,618	1,290,618
Inspection Revolving Fund	222,402	223,453	235,220	246,219	247,419	285,258	255,258
Cable Revolving Fund	269,279	220,403	274,239	338,217	331,082	432,332	432,332
Recreation Revolving Fund	308,868	445,060	356,725	379,754	357,336	391,096	391,096
Before/After School Revolving Fund	282,656	296,037	309,575	332,094	315,836	323,907	323,907
General Stabilization Fund	1,458,930	2,168,247	2,718,207	3,154,318	3,216,167	3,966,167	3,966,167
Water/Sewer Stabilization Fund	106,413	176,087	182,551	178,260	181,641	181,641	181,641
Fire Vehicle Stabilization Fund	414,900	573,395	597,862	35,644	46,034	266,034	266,034
Open Space Stabilization Fund	0	0	0	50,000	51,150	101,150	101,150
Dispatch Stabilization Fund	0	0	0	5,000	5,115	21,115	21,115
DPW Depreciation Fund	511,390	619,741	455,323	225,798	231,736	281,736	281,736
Infrastructure Investment Fund	1,454,821	1,333,961	1,346,167	1,333,721	1,344,766	1,344,766	1,344,766
Other Post Employment Benefits TF	780,248	894,015	1,471,687	2,035,545	2,035,545	2,615,365	2,615,365
TOTAL OTHER FUNDS	12,599,469	14,116,310	15,375,714	16,935,401	16,249,641	19,487,222	19,457,222

TOWN OF HOLDEN

FY 2018 BUDGET

	Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Request FY 2018	Manager FY 2018
GENERAL GOVERNMENT							
Moderator	100	100	100	165	165	165	165
Finance Committee	151,618	151,546	35,687	151,786	151,786	151,786	151,786
Selectmen	22,231	24,401	24,870	29,500	29,950	30,050	30,050
Town Manager/Personnel	327,766	376,286	401,903	466,698	441,756	485,818	485,818
Information Technology	267,824	295,773	382,088	394,403	370,687	395,114	395,114
Finance							
Accounting	144,540	157,749	178,840	188,581	189,447	199,335	199,335
Treasurer/Collector	240,451	258,507	274,918	296,450	288,529	294,542	294,542
Assessors	154,241	165,567	180,185	249,151	243,978	215,331	215,331
Legal	230,962	161,749	167,201	170,000	185,000	180,000	180,000
Town Clerk	186,961	207,345	216,517	244,895	242,546	201,201	201,201
Non-Departmental							
Insurance	1,493,191	1,550,991	1,593,235	1,799,200	1,753,933	2,006,200	2,006,200
Retirement	1,063,564	1,189,289	1,279,798	1,375,352	1,375,352	1,377,780	1,377,780
Planning and Development	225,542	230,171	233,375	277,534	272,352	296,834	296,834
Sealers	3,807	3,181	3,812	5,050	5,050	5,175	5,175
TOTAL	4,512,798	4,772,655	4,972,529	5,648,765	5,550,531	5,839,331	5,839,331
TOTAL DEBT SERVICE	4,014,074	4,157,151	4,530,771	5,460,017	5,566,700	5,433,818	5,433,818

TOWN MODERATOR

The Town Moderator presides over and regulates all proceedings at the Town Meetings. The Moderator performs many duties in order to conduct an orderly meeting. A few of the duties include casting the deciding vote in the event of a tie, removal of a disorderly person, encouraging questions about the issue at hand, permitting a person to address the forum and making public the final vote on an issue. The Moderator appoints members to the Finance Committee.

DEPARTMENT Moderator	FUNCTION Moderator	FUNCTION CODE 01-114
DEPARTMENT HEAD George Balko, III	PREPARED BY	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
100	100	100	100	100	5120	Moderator	100	100
100	100	100	100	100		*Total Salary & Wages*	100	100
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
0	0	0	15	15	5731	Association Dues	15	15
0	0	0	50	50	5733	Expense of Meetings	50	50
0	0	0	65	65		*Total Expense*	65	65
100	100	100	165	165		*Total Budget*	165	165

FINANCE COMMITTEE

The Finance Committee is appointed by the Town Moderator as an advisor to Town Meeting, and is mandated by town By-Laws to conduct thorough reviews of municipal financial issues on behalf of the community. The FinCom is primarily responsible for considering matters related to the budget, appropriations, borrowings and expenditure of money, but may make recommendations to the Town or to any Town board, official, or committee relative to other municipal matters.

The Finance Committee belongs to the Massachusetts Association of Town Finance Committees which provides members with a Massachusetts Finance Committee Handbook, a monthly informational newsletter on current crises and events, and a resource person in the Executive Secretary. Members attend informational meetings and conferences.

The Reserve Fund provides for extraordinary or unforeseen expenditures. A town may appropriate a sum not exceeding 5% of the tax levy of the current fiscal year. Money is transferred out by the Finance Committee where it feels a requested transfer is one which a special town meeting, if called, would approve, thereby saving the delay and expense of a special town meeting. Unexpended amounts are closed out at the end of the fiscal year to free cash.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Finance Committee	FUNCTION Finance Committee	FUNCTION CODE 01-131
DEPARTMENT HEAD David White, Chairman	PREPARED BY	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0
0	0	0	0	0	# Personnel F/T	0	0
0	0	0	0	0	# Personnel P/T	0	0
15	0	0	50	50	5343 Postage	50	50
0	0	0	100	100	5421 Office Supplies	100	100
236	236	236	236	236	5731 Association Dues	236	236
1,367	1,310	451	1,400	1,400	5733 Expense of Meetings	1,400	1,400
150,000	150,000	35,000	150,000	150,000	5781 Reserve Fund	150,000	150,000
151,618	151,546	35,687	151,786	151,786	*Total Expense*	151,786	151,786
151,618	151,546	35,687	151,786	151,786	*Total Budget*	151,786	151,786

BOARD OF SELECTMEN

The Board of Selectmen is the legislative and policy making body of the Town composed of five members elected to three year terms. The Chairman of the Board is selected by the Board from among its members.

The responsibilities of the Board of Selectmen include: setting fees, issuing licenses and permits, adopting rules and regulations necessary for governing the Town; appointing a Town Manager and citizens to various boards and commissions; reviewing and adopting the annual budget; representing the Town at official Town functions and with other related organizations.

Once a year the Board of Selectmen provides an employee recognition cook out to honor employees for their hard work and years of service.

The Selectmen's budget provides monies to support community events such as a parade on Memorial Day and a Winter Festival in December. This funding is consolidated into one line "Community Events" and includes funding for the annual Bandstand concerts and for Holden Days.

DEPARTMENT Board of Selectmen	FUNCTION Board of Selectmen	FUNCTION CODE 01-122
DEPARTMENT HEAD Anthony Renzoni, Chairman	PREPARED BY	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
5,150	5,150	5,015	5,150	5,150	5120	Selectmen Salary	5,150	5,150
1,586	1,877	1,833	2,000	2,000	5122	Selectmen Clerical	2,100	2,100
6,736	7,027	6,848	7,150	7,150		*Total Salary & Wages*	7,250	7,250
0	0	0	0	0		# Personnel F/T	0	0
6	6	6	6	6		# Personnel P/T	6	6
450	470	261	400	400	5301	Advertising	400	400
50	100	72	300	300	5343	Postage	300	300
933	237	589	950	800	5421	Office Supplies	800	800
1,000	1,000	973	1,000	1,000	5710	Car Allowance	1,000	1,000
2,809	2,865	2,922	2,900	3,000	5731	Association Dues	3,000	3,000
2,604	1,616	2,369	3,800	3,800	5733	Expense of Meetings	3,800	3,800
2,280	2,086	2,236	2,500	2,500	5780	Employee Appreciation	2,500	2,500
3,869	0	0	0	0	5792	Memorial Day Parade	0	0
1,500	9,000	8,600	10,500	11,000	5793	Parades, Events, Concerts	11,000	11,000
15,495	17,374	18,022	22,350	22,800		*Total Expenses*	22,800	22,800
22,231	24,401	24,870	29,500	29,950		*Total Budget*	30,050	30,050

TOWN MANAGER

The Town Manager serves as Holden's chief executive officer and has responsibility for direction of all management, finance and personnel functions and supervision of departments. The Town Manager deals with all aspects of Town government.

The Manager and her office staff provide significant administrative support to the Board of Selectmen in the areas of agenda preparation and in town meeting preparation. An important portion of that support is in the area of providing follow-up research and resolution of items brought up by the Board of Selectmen at their meetings. Printing of the Annual Town Report is included in this budget.

The Town Manager is responsible for the annual operating and capital budget preparation, presentation, and the administrative oversight of its implementation. Preparation is initiated in late November with request for submissions by departments. The budget is prepared by February 15th of each year. Then the budget review process involving the Board of Selectmen and Finance Committee begins and concludes at the annual town meeting on the third Monday in May.

The Town Manager's office manages all property, casualty, liability, workers' compensation insurance and injured on duty claims. The goal of risk management is the assurance of proper coverage for the Town and increasing awareness of loss control practices by all departments. We are presently in the MIIA Workers' Compensation Pool and MIIA Property and Casualty Group.

The Town Manager is the Town's Purchasing Official and is responsible for the purchasing function and coordinating the formulation, distribution and award of formal bids generated by various departments and signs all contracts. Compliance with the public bidding laws is monitored.

Along with general administrative support, this budget includes support services for various Town Boards and organizations as well as town events and celebrations.

The Town Manager's office administers the Personnel function. The Assistant Town Manager's position was revised to include responsibility for the Personnel function, all collective bargaining functions, and all union relationships. This would include participation in all collective bargaining sessions with Labor Counsel, negotiation and resolution of union grievances and arbitrations, interpretation and enforcement of collective bargaining contracts.

The Office prepares job notices, advertisements for new positions, full-time and part-time, promotional notices, open notices for vacancies which occur during the year, etc.

TOWN MANAGER

The office processes approximately 1,400 Request for Leave forms each year and another 300 Personnel Action forms relating to salary increases, promotions, new hires, probationary period, etc. All forms are reviewed for correctness and then entered into the Town's computer system. In January of each year, employees are notified of their accumulated sick leave, vacation leave and personal leave. The Personnel Department provides services to many departments, includes monies for training and development for new employees, and supports the annual Employee Recognition Picnic and ceremony.

All employers with one or more employees whose job duties require a commercial driver's license ("CDL") are required to have an Alcohol and Drug Testing Policy in place to comply with the rules of the U.S. Department of Transportation. This cost for employee random alcohol and drug tests is funded in this budget.

The wage adjustment line in the Town Manager's budget provides the funding necessary to adjust town employees' salaries consistent with negotiated collective bargaining agreements. When settlements are known, these funds are placed directly in individual department budgets. Also included is funding for the bonus incentive plan and the potential payoff of benefits to qualifying employees.

The Town Manager's office is responsible for the Town Web site, Facebook, the Electronic Message Board, and in general, the dissemination of information and communication with our residents and the media. In addition to our online presence, this office publishes the "Save the Date" flyer sent to residents through their utility bills. This office also manages public meeting space and the posting of meetings in accordance with the Open Meeting Law. Our Web site and Facebook page provide vital information to residents during various emergencies and also provide the Town with valuable feedback.

DEPARTMENT Town Manager	FUNCTION Town Manager	FUNCTION CODE 01-123
DEPARTMENT HEAD Jacquelyn M. Kelly	PREPARED BY Jacquelyn M. Kelly	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
309,208	357,449	373,536	442,464	418,356	Salary & Wages	461,732	461,732
18,558	18,837	28,367	24,234	23,400	Operating Expense	24,086	24,086
327,766	376,286	401,903	466,698	441,756	*Total Budget*	485,818	485,818
22,000	22,000	22,000	14,000	14,000	Indirects Included:		
5,000	5,000	5,000	8,000	8,000	HMLD Indirect Charge	14,000	14,000
27,000	27,000	27,000	22,000	22,000	Water Sewer Enterprise Fund	8,000	8,000
					Indirects	22,000	22,000

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
142,257	147,615	152,962	156,724	156,724	5110 Town Manager	156,724	156,724
62,133	64,790	62,666	64,690	66,691	5111 Administrative Asst.	71,050	71,050
34,384	41,615	46,872	49,530	49,530	5112 Clerical TM/Personnel	52,336	52,336
57,421	76,925	81,604	86,272	85,913	5113 Asst. Town Manager	91,124	91,124
4,263	4,725	5,330	5,498	5,498	5143 Town Manager Deferred Comp	5,498	5,498
2,250	3,000	5,000	7,750	19,000	5144 Incentive Plan	20,000	20,000
0	0	0	37,000	0	5150 Wage Adjustment	30,000	30,000
6,500	18,779	19,102	35,000	35,000	5152 Accrued Benefit Buy Out	35,000	35,000
309,208	357,449	373,536	442,464	418,356	*Total Salary & Wages*	461,732	461,732
4	4	4	4	4	# Personnel F/T	4	4
0	0	0	0	0	# Personnel P/T	0	0
200	0	0	800	3,100	5242 Equipment Maintenance	3,100	3,100
2,455	1,709	83	3,834	3,850	5301 Advertising	3,850	3,850
950	520	1,010	1,600	1,600	5306 Drug/Alcohol Testing	1,600	1,600
480	450	0	0	0	5308 Holden Days	0	0
1,111	1,433	1,330	1,200	1,200	5340 Cell Phone Expense	1,200	1,200
546	658	645	700	700	5343 Postage	700	700
1,424	1,081	847	1,350	1,300	5410 Petro	1,236	1,236
2,289	4,429	3,689	4,000	4,000	5421 Office Supplies	4,000	4,000
2,635	2,287	2,918	3,000	3,000	5422 Printing	3,000	3,000
1,511	121	35	500	500	5480 Vehicle Maintenance	500	500
3,675	3,753	3,255	3,800	1,500	5510 Training	1,500	1,500
0	0	377	300	300	5711 Mileage	300	300
0	0	0	850	0	5720 Out of State Travel	750	750
460	583	480	700	750	5731 Association Dues	750	750
40	147	42	100	100	5732 Subscriptions	100	100
782	1,666	1,056	1,500	1,500	5733 Expense of Meetings	1,500	1,500
0	0	12,600	0	0	5735 Classification Study Non-Union	0	0
18,558	18,837	28,367	24,234	23,400	*Total Expenses*	24,086	24,086
327,766	376,286	401,903	466,698	441,756	*Total Budget*	485,818	485,818

INFORMATION TECHNOLOGY

1. **ADMINISTRATION/LEADERSHIP** – The administrative aspect of the IT Department involves considerable time and research on the part of IT staff to keep department systems running effectively and efficiently. Security and protection of both privacy and data has become increasingly important, and is going to be more strongly emphasized going forward.

The IT staff oversees the smooth running and all maintenance and updates to the entire Town IT infrastructure including billing/collections, payroll, and all other Town functions requiring a computer.

The IT staff oversees contracts with outside vendors for both hardware and software and support, purchases town-wide information technology equipment, acts as in-house consultant on IT issues and programs, coordinates purchase orders, handles invoices, etc., for all technology-related purchases.

2. **TRAINING, ENRICHMENT, AND EFFICIENCY** – This program description captures any and all IT training programs, seminars, workshops, and conferences for all Town of Holden employees who use computers. This includes professional development for IT staff, which is absolutely essential to keep current with changing technology. End user training is the best way to ensure maximum staff efficiency, and reduces the needs for both internal and external support. Also included is specialized training (MUNIS, GIS, etc.) as necessary.
3. **INTERNET/WEB SITE** – The Internet has become an essential part of all town operations. Included are various costs associated with the connecting to the Internet such as hardware, software, and maintenance support contracts and fees. We rely on the Internet for our email communications, online banking, online parcel database, our own Web site and Facebook, and to connect with other agencies such as the Department of Revenue, insurance companies, banks, vendors, and contractors.
4. **END USER SUPPORT (CUSTOMER SERVICE)** – Information Technology's end users are Town employees. This includes all desktop PC's, servers, printers, projectors, associated consumables and supplies, and any other peripherals necessary to keep us running to perform daily operations. The largest part is service contracts for MUNIS, VISION, and other necessary databases and license fees. Also included are all other network hardware or repairs which do not fall under the Internet or COOP cost centers.

INFORMATION TECHNOLOGY

5. SPECIAL PROJECTS

Continuity of Operations: IT staff continues to develop and improve the Continuity of Operations Plan (COOP), which encompasses the Emergency Management Plan and the Disaster Recovery Plan.

Telephone/ Communications: The IT Department coordinates the telephone communications system for all Town buildings. The system complements the communications system at the Public Safety building and takes advantage of existing technologies such as the Town's fiber optic network.

DEPARTMENT Town Manager	FUNCTION Information Technology	FUNCTION CODE 01-155
DEPARTMENT HEAD Peter Lukes	PREPARED BY Peter Lukes	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
140,209	148,707	219,995	227,033	228,312	Salary & Wages	236,694	236,694
127,615	147,066	162,093	167,370	142,375	Operating Expense	158,420	158,420
267,824	295,773	382,088	394,403	370,687	*Total Budget*	395,114	395,114
65,000	65,000	65,000	80,000	80,000	Indirects Included:		
10,000	10,000	10,000	15,000	15,000	HMLD charge	80,000	80,000
7,400	7,400	7,400	9,000	9,000	Water Sewer Enterprise Fund	15,000	15,000
82,400	82,400	82,400	104,000	104,000	Inspections	9,000	9,000
					Indirects	104,000	104,000

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
71,621	75,811	78,191	79,451	80,730	5111	System Administrator	83,959	83,959
68,588	72,896	77,330	79,451	79,451	5113	Network Administrator	80,729	80,729
		64,474	68,131	68,131	5119	Business Analyst	72,006	72,006
140,209	148,707	219,995	227,033	228,312		*Total Salary & Wages*	236,694	236,694
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
9,053	9,153	6,571	26,500	26,500	5242	Hardware Equip Maint	26,500	26,500
41,621	53,238	98,244	65,000	65,000	5243	Software Support	65,000	65,000
3,946	8,607	9,171	17,500	17,500	5244	Telephone Support	13,000	13,000
43	20,254	432	7,000	7,000	5311	Software Purchase	2,000	2,000
1,446	1,883	2,113	2,100	2,100	5340	Cell Phone	2,100	2,100
22	0	0	100	100	5343	Postage	100	100
129	590	1,091	300	300	5421	Office Supplies	300	300
0	1,403	930	1,500	1,500	5510	Training/Education	1,200	1,200
1,150	1,650	1,950	1,950	1,950	5710	Car Allowance	1,950	1,950
100	0	0	120	120	5731	Association Dues	120	120
0	0	0	500	100	5733	Expense of Meetings	250	250
37,679	42,362	41,591	44,800	20,205	5783	License/Internet Access Fees	45,900	45,900
32,426	7,926	0	0	0	5794	Hardware Equip Purchase	0	0
127,615	147,066	162,093	167,370	142,375		*Total Expenses*	158,420	158,420
267,824	295,773	382,088	394,403	370,687		*Total Budget*	395,114	395,114

ACCOUNTING

The Accounting Department maintains the Town's financial system. This department operates the general ledger, budget module, and accounts payable systems. The department analyzes and records all financial transactions and provides local management personnel with the current financial condition of the community.

1. **GENERAL ACCOUNTING** – Maintain complete and accurate financial records for all general ledger accounts in accordance with the Uniform Municipal Accounting Standards Board (UMAS) and the Massachusetts Department of Revenue. The accounting department records transactions for all town accounts including general government funds, revolving funds, water, sewer and solid waste enterprise funds, trust funds, and light department funds.

REVENUES - Maintain ledger balances on all revenue accounts by: journal entry of all Treasurer receipts into ledger such as collections for real estate, personal property, motor vehicle excise, light, water/sewer, solid waste, miscellaneous departmental turn-ins, and all state and federal monies.

PAYROLL - Maintain balances on payroll accounts by appropriation and verify proper authorizations, pay rates and compliance with Federal, State, and Local payroll policies.

EXPENDITURES – Maintain balances on expenditure accounts by appropriation in accordance with town policies. Compare actual expenditures to budget appropriations on a monthly basis. Process purchase orders and verify available funds, proper approvals and compliance with procurement procedures. Maintain copies of contracts and evidence of procurement procedures and verify compliance with town policies prior to authorizing payments to vendors. Maintain vendor files including disbursement histories and accurate addresses and federal tax identification numbers. Review and process invoices presented for payment.

STATE AND FEDERAL GRANTS - Assist departments with compliance on various grants including reviewing expenditures for eligibility under grant provisions and assistance with reporting requirements.

FIXED ASSETS – Annually update the listing of town property for purchases and disposals and calculate depreciation.

2. **BUDGETING** – Assist in the development of the annual budget, maintain budget profile and assist with revenue estimates. Record and maintain department budgets, warrant articles, state assessments, appropriations, budget transfers, capital projects and borrowings.

ACCOUNTING

3. **MT VIEW BUILDING PROJECT** – In addition to the normal procedures and requirements for the payment of invoices, all invoices related to the Mt. View building project must also be entered into the “pay-as-you-build progress payment system” also as known as ProPay, on the Massachusetts School Building Authority’s (MSBA’s) web-site. All invoices must be coded according to the ProPay system requirements and copies of all invoices with proof of payment must be sent to MSBA for audit. Once they have completed an audit of the materials, MSBA issues a reimbursement to the Town for its share of eligible project costs. The request for reimbursement, including all back up documentation, and facilitation of the request is handled by the Town Accountant.
4. **REPORTING** – Prepare required financial reports for the State such as an annual Balance Sheet, Schedule A, Free Cash Certification, and the annual School Financial report. Distribute monthly revenue and expenditure reports to all departments and produce all necessary trial balances, revenue and expenditure subsidiary ledgers, and general ledger reports. Prepare balance sheet and appropriation and expenditure report for the Annual Report. Submit report of revenues collected during fiscal year to the Assessor for completion of the Recap Sheet. Complete an Annual Provider report for the Department of Revenue of all vendors paid over \$5,000. Issue 1099’s to appropriate vendors and file state and federal forms.
5. **AUDIT** – Maintain sufficient documentation for all transactions, provide complete and accurate records to CPA firm, and assist with annual audit. Complete the Management Discussion and Analysis for the Financial Statements.

DEPARTMENT Finance	FUNCTION Accounting	FUNCTION CODE 01-135
DEPARTMENT HEAD Lori A. Rose	PREPARED BY Lori A. Rose	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
120,114	133,845	154,131	163,131	164,597	Salary & Wages	172,985	172,985
24,426	23,904	24,709	25,450	24,850	Operating Expense	26,350	26,350
144,540	157,749	178,840	188,581	189,447	*Total Budget*	199,335	199,335
10,000	10,000	10,000	12,000	12,000	Indirects Included:		
1,300	1,300	1,300	1,300	1,300	HMLD charge	12,000	12,000
1,600	1,600	1,600	1,900	1,900	Recreation	1,300	1,300
1,600	1,600	1,600	1,200	1,200	Before/After School	1,900	1,900
7,000	7,000	7,000	8,500	8,500	Cable Revolving	1,200	1,200
3,000	3,000	3,000	3,000	3,000	Water Sewer Enterprise Fund	8,500	8,500
24,500	24,500	24,500	27,900	27,900	Solid Waste	3,000	3,000
					Indirects:	27,900	27,900

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
78,688	85,514	88,982	90,416	91,882	5111	Town Accountant	98,044	98,044
41,426	48,331	65,149	72,715	72,715	5112	Clerical	74,941	74,941
120,114	133,845	154,131	163,131	164,597		*Total Salary & Wages*	172,985	172,985
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	1	1		# Personnel P/T	1	1
22,000	22,000	22,000	22,000	22,000	5300	Audit	23,000	23,000
150	150	198	200	200	5343	Postage	200	200
1,212	1,189	1,367	1,300	1,300	5421	Office Supplies	1,500	1,500
140	140	125	150	150	5731	Association Dues	150	150
924	425	1,019	1,800	1,200	5733	Training/Education	1,500	1,500
24,426	23,904	24,709	25,450	24,850		*Total Expense*	26,350	26,350
144,540	157,749	178,840	188,581	189,447		*Total Budget*	199,335	199,335

TREASURER/COLLECTOR

The Treasurer/Collectors Office is responsible for the cash management functions for the Town of Holden. This principally includes the deposit, withdrawal, transfer, investment and borrowing of all Town funds, as well as, daily and monthly cash reconciliation and collateral reporting; posting and reconciliation of Treasurer's receipts; short- and long-term debt implementation, including annual disclosure requirements; processing of all departmental receipts; responsibility for Trust Funds, Infrastructure Investment Fund and OPEB account transfers and investment. In order to retain certification as Treasurer/Collector, attendance at various schools, conferences, seminars and meetings is required.

The Treasurer/Collectors Office is responsible for the billing and collection of all types of taxes. Approximately 8,500 real estate tax bills are collected quarterly which may include betterment liens for sewer and connection loan assessments, as well as delinquency liens for unpaid light, water and trash bills. There are also approximately 400 personal property tax bills collected quarterly. More than 20,000 motor vehicle excise tax bills are mailed each year for vehicles garaged in Holden. In addition demand bills are sent once all bills are past due. Detailed collection records are kept, leaving an appropriate audit trail and all receivables are reconciled monthly. The Treasurer/Collector's office also performs an annual tax taking process on all unpaid parcels after the close of each fiscal year which involves tax title accounting, collections and reconciliations. These accounts are closely monitored and may eventually be submitted to the land court for foreclosure. The Treasurer/Collector's Office is also responsible for the preparation of various legal documents such as Municipal Lien Certificates issued when properties are conveyed to a new owner or are refinanced. The Tax Collector's office processed 723 Municipal Lien Certificates in Fiscal Year 2016.

In addition, the Treasurer/Collectors Office is responsible for the collection of utility payments for the Water/Sewer, Light, and Solid Waste Departments. Approximately 8,500 utility accounts are billed monthly. Funds are collected by mail, at the counter, through a lockbox, online, and from the Municipal Light Department. These receipts are proved daily, weekly, monthly and annually. Fund accounting requires the separation of utility receipts totals for reporting to the Accounting Department, as well as ongoing cash transfers to and from the various utility cash accounts.

TREASURER/COLLECTOR

The Treasurer/Collectors Office is responsible for processing the weekly Accounts Payable warrant after vendor payments have been approved and issued by the Accounting Department. This function involves the reconciliation and disbursement of accounts payable checks. In FY 2016 the Treasurer/Collector's office processed just over 6,800 vendor checks which along with bank wire payments and biweekly payrolls totaled over \$116,500,000. Cash flow needs must be considered, and necessary liquidity must be maintained when investing funds. Oversight of vendor payments for various projects authorized by bond issues must be maintained so that funds may be transferred timely and appropriately to cover expenditures.

The Treasurer/Collectors office also oversees the financial aspects of the online collections on behalf of the Town Clerk's office, the Recreation Department's online registration program, the Department of Planning & Development's program for online permitting and the DPW online permitting and fee collections. The Town of Holden also accepts online donations for Help at Home for the benefit of residents in need of assistance, the Holden 250th Committee and their holiday "Light-a-Light" campaign, the Memorial Day Parade, the Winter Festival, the Holden 275th Committee and the Holden Community Garden. These online receipts involve the daily reporting to each department and the monthly reconciliation of the associated bank accounts.

The Treasurer/Collectors Office processes biweekly town payrolls including the administration of employee benefits. This function involves the payment of all Town of Holden employees by issuing payroll checks or direct deposits. The employee benefits include life and health insurance (retiree billing and reconciliation), flexible spending accounts, disability insurance, regional retirement, union dues, and tax-deferred compensation. It requires oversight of withholding taxes, which are remitted to the state and federal governments each pay period and for which detailed records are kept. Quarterly filings are mandated for state and federal taxes, and W-2 forms are issued annually. Additional reporting is now mandatory for the Affordable Care Act (ACA).

DEPARTMENT Finance	FUNCTION Treasury/Collection	FUNCTION CODE 01-145
DEPARTMENT HEAD Sharon A. Lowder	PREPARED BY Sharon A. Lowder	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
190,035	197,577	213,718	220,450	219,229	Salary & Wages	229,142	229,142
50,416	60,930	61,200	76,000	69,300	Operating Expense	65,400	65,400
240,451	258,507	274,918	296,450	288,529	*Total Budget*	294,542	294,542
Indirects Included:							
19,000	19,000	19,000	20,000	20,000	HMLD charge	20,000	20,000
12,750	12,750	12,750	13,500	13,500	Water/Sewer Reimburse	13,500	13,500
5,800	5,800	5,800	5,800	5,800	Recreation Reimburse	5,800	5,800
7,500	7,500	7,500	8,000	8,000	Before/After School	8,000	8,000
1,000	1,000	1,000	1,200	1,200	Cable Revolving	1,200	1,200
9,000	9,000	9,000	9,000	9,000	Solid Waste	9,000	9,000
55,050	55,050	55,050	57,500	57,500	Indirect Costs	57,500	57,500

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
73,663	78,536	84,807	86,374	88,373	5111	Treasurer/Collector	91,274	91,274
115,952	118,363	128,365	133,076	130,456	5112	Clerical	136,868	136,868
420	678	546	1,000	400	5132	Overtime	1,000	1,000
190,035	197,577	213,718	220,450	219,229		*Total Salary & Wages*	229,142	229,142
4	4	4	4	4		# Personnel F/T	4	4
0	0	0	0	0		# Personnel P/T	0	0
606	1,370	1,119	1,500	1,500	5242	Equipment Maintenance	1,500	1,500
2,365	2,641	2,383	5,000	3,500	5301	Tax Title/Advertising	5,000	5,000
0	0	0	2,000	0	5304	Penalties & Interest	0	0
2,907	8,167	11,148	9,000	9,000	5305	Tax Foreclosure	9,000	9,000
20,979	22,389	24,168	24,000	24,000	5343	Postage	24,000	24,000
3,609	3,170	3,961	4,000	4,000	5421	Office Supplies	4,000	4,000
5,362	5,209	5,491	7,500	7,500	5580	Billing Expense	7,500	7,500
1,500	1,500	1,500	1,500	1,500	5710	Car Allowance	1,500	1,500
365	435	375	500	400	5731	Association Dues	400	400
614	344	1,121	1,000	700	5733	Training/Education	1,000	1,000
12,109	8,655	9,934	12,000	10,000	5784	Bank Charges	11,500	11,500
0	7,050	0	8,000	7,200	5891	OPEB Study	0	0
50,416	60,930	61,200	76,000	69,300		*Total Expense*	65,400	65,400
240,451	258,507	274,918	296,450	288,529		*Total Budget*	294,542	294,542

BOARD OF ASSESSORS

The Board of Assessors is responsible for administering Massachusetts property tax law effectively and equitably and for producing accurate and fair appraisals of all taxable property. Taxable property includes not only real estate, but personal property for businesses as well.

The motor vehicle excise tax is administered through the Assessors' Office. Adjustments to the bill are made when a car is sold, the owner moves out of state or the plates are transferred to a new vehicle. The assessors' office is also responsible for the issuance of Farm, Owner Contractor, Dealer and Repair Plate Excise.

The assessors must annually assess taxes to cover state, county and local appropriations. The assessors are responsible for complying with Massachusetts General Laws and Department of Revenue guidelines in all assessing functions. Real and Personal Property Revaluations statutorily must be conducted every three years and certified by the Department of Revenue in order to insure that properties are equitable and fairly assessed. Interim Year Adjustments, which include sales analysis, review of commercial and industrial market indicators, property inspections, including building permits, a systematic reinspection program of all parcels and updating tax maps are required to be completed every year in order for the assessors to set the tax rate. Recertification of Real and Personal Property was completed in FY 2017.

The Assessors administer Supplemental Tax Bills on New Construction, special taxation of Forest, Agricultural, and Recreational Land, Withdrawal Penalties, In-Lieu of Tax Payments, apportioned sewer betterments, connection loans, septic liens, water liens, light liens, interest and charges added to taxes.

Informational requests come from property owners and real estate professionals seeking assessment and tax information, tax maps, assistance with elderly, veteran and blind exemption applications, list of abutters, forest and farm classification, sewer betterments and pay-off calculations. The Principal Assessor and staff are available to answer questions during regular office hours and are happy to provide assistance to taxpayers.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Assessors	FUNCTION Assessment/Taxation	FUNCTION CODE 01-141
DEPARTMENT HEAD Rosemary Scully	PREPARED BY Rosemary Scully	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
66,804	72,244	79,104	83,594	83,594	5110 Principal Assessor	88,337	88,337
60,317	63,472	66,451	69,005	68,832	5112 Clerical	70,474	70,474
0	2,275	6,860	18,752	18,752	5119 Data Collector PT	18,720	18,720
1,600	2,800	3,200	3,200	3,200	5120 Board of Assessors	3,200	3,200
3,000	3,000	3,000	3,000	3,000	5126 Mapper	3,000	3,000
131,721	143,791	158,615	177,551	177,378	*Total Salary & Wages*	183,731	183,731

3	2	2	2	2	# Personnel F/T	2	2
3	3	3	6	6	# Personnel P/T	6	6

0	0	0	600	600	5242 Equipment Maintenance	600	600
0	136	292	350	350	5340 Cell Phone	350	350
2,200	2,200	2,200	2,200	2,200	5343 Postage	2,200	2,200
1,579	1,812	1,980	2,500	2,500	5421 Office Supplies	2,500	2,500
941	955	772	2,500	2,500	5422 Printing	2,500	2,500
1,631	2,362	1,505	3,500	3,500	5510 Personnel Training	3,500	3,500
2,142	2,446	2,641	2,500	2,500	5711 Mileage Reimbursement	2,500	2,500
398	0	0	500	500	5720 Out of State Travel	500	500
106	106	162	500	500	5731 Association Dues	500	500
40	42	42	200	200	5732 Subscriptions	200	200
531	579	652	750	750	5784 Deeds/Abstracts	750	750
12,952	10,625	10,700	55,000	50,000	5791 Revaluation	15,000	15,000
0	513	624	500	500	5794 Office Equipment	500	500
22,520	21,776	21,570	71,600	66,600	*Total Expense*	31,600	31,600
154,241	165,567	180,185	249,151	243,978	*Total Budget*	215,331	215,331

LEGAL

The Town Counsel represents the Town in all actions brought by or against it, or any of its officers, boards and commissions. Town Counsel is the legal advisor to the Board of Selectmen, Town Manager and all Town officers, boards and commissions. The Town's Special Counsel for collective bargaining responds to the Town with advice on labor contract compliance, grievance hearings and is the principal Town representative in contract negotiations.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Legal	FUNCTION Legal Services	FUNCTION CODE 01-1512
DEPARTMENT HEAD Jacquelyn M. Kelly	PREPARED BY Jacquelyn M. Kelly	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
60,788	99,789	99,096	90,000	105,000	5300	Town Counsel	110,000	110,000
50,034	20,548	21,970	30,000	30,000	5302	Collective Bargaining	30,000	30,000
120,140	41,412	46,135	50,000	50,000	5302	Labor Relations	40,000	40,000
230,962	161,749	167,201	170,000	185,000		*Total Expense*	180,000	180,000
230,962	161,749	167,201	170,000	185,000		*Total Budget*	180,000	180,000

TOWN CLERK

The Town Clerk's Office is responsible for holding all local, state and federal elections, annual and special town meetings and voter registration. The Town Clerk is the custodian for all public records and conducts the town and federal census. The Clerk's Office issues numerous licenses and permits and enforces the requirements of the public meeting and public records laws. The Town Clerk serves as department head, chief election official, parking clerk, member of the Board of Registrars of Voters, and chief liaison to the MA Secretary of State. Departmental responsibilities include staff supervision, budget preparation, development and review of departmental policies and procedures, and implementation of town, state and federal laws and regulations related to elections, town meetings, vital records, etc. The Town Clerk is also the official custodian of the town's archives and historical records.

The Town Clerk's Office has been trained in the States Vitals Information Partnership (VIP). Each town in the State is required to use this registry for issuing burial permits, death certificates and birth records. Any amended records are made through this system also. Marriage records (Intentions and Licenses) are still reported to Boston on a monthly basis. The Office accepts requests and payments for birth, death, and marriage certificates and parking fines via the Internet. Activities to maintain vital records include recording, indexing, establishing, and amending. Office staff also issue certified copies of various records, perform records retention and preservation, conduct genealogical research, and answering numerous public requests and questions.

The Town Clerk also processes all public information requests, posts meeting notices for all town board and committee meetings in accordance with the open meeting law, acts as custodian of all meeting minutes, files all decisions and plans for all boards, is the official recorder of appointments to boards, manages conflict of interest/special municipal employee disclosures, administers qualifying oaths to elected and appointed town officials and state appointees, and manages all public notices on the CATV scroll. The Town Clerk also posts employment notices, issues business certificates, records state tax liens and keeps records of all utility pole locations throughout the town.

The Town Clerk's office is responsible for processing various licenses for the Board of Selectmen including Alcoholic Beverage pouring or package store licenses, as well as licenses for drain-layers, flammable tank/liquid storage, raffles, parking tickets, dog licenses, and by-law violations. Applications are reviewed for completeness (including liability insurance, workers compensation, bonds, TIPS training, and tax attestation), routed to departments for comments, transmitted to the Town Manager for Selectmen action. Once approved by the Board, licenses are prepared and preserved as permanent records, various reports are prepared and forwarded to state agencies, and annual on-line licensee submitted to the MA Department of Revenue as required.

TOWN CLERK

The Town Clerk's office conducts the town-wide annual census, voter registration and the conducting of all elections. This includes data entry of census information, preparation of annual register, tabulating and publishing the annual street list, voting list, jury list, and voter registration. The Town Clerk is responsible for certification of signatures on nomination papers and petitions, providing election information, staff training, setting up polls, providing and mailing absentee ballots, all election day procedures, tallying results of voting and transmitting same to the Secretary of State. The 2016 State Election was also the first time that the state of MA has held early voting. For two weeks, prior to the election, voters were able to come to Town Hall and cast their ballot. All information is maintained on the Mass. Central Voter Registry computer system.

The Town Clerk is responsible for the administration of all Town Meetings both annual and special. This involves advance preparation and set up, coordination with the Town Moderator and other town officials, preparation of the annual political schedules, posting of warrants and ballots, recording votes, preparing proceedings for distribution, preparing by-law submissions to the Attorney General, preparing notices of borrowing to the DOR, and providing certified copies of votes upon request.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Town Clerk	FUNCTION Town Clerk	FUNCTION CODE 01-161
DEPARTMENT HEAD Dale Hickey	PREPARED BY Dale Hickey	

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
72,752	77,553	82,268	86,938	99,500	5110	Town Clerk	73,271	73,271
86,614	90,834	94,501	96,111	81,200	5112	Clerical	81,999	81,999
1,150	1,150	1,150	1,150	1,150	5125	Registrar/Census Coll.	1,150	1,150
5,348	13,267	11,172	22,270	22,270	5126	Election/Tn Mtg Pers.	10,740	10,740
421	756	860	1,300	1,300	5132	Overtime	1,000	1,000
166,285	183,560	189,951	207,769	205,420		*Total Salary & Wages*	168,160	168,160
3	3	3	3	3		# Personnel F/T	3	3
57	57	57	61	68		# Personnel P/T	68	68
3,380	2,513	4,762	1,600	1,600	5242	Equipment Maintenance	700	700
1,951	2,009	2,008	1,816	1,816	5311	Record Preservation	2,626	2,626
286	286	292	300	300	5340	Cell Phone	300	300
1,567	2,000	2,040	2,700	2,700	5343	Postage	2,200	2,200
2,587	2,579	3,666	3,900	3,900	5421	Office Supplies	4,000	4,000
2,024	0	0	0	0	5422	Printing	0	0
1,476	6,307	4,882	16,415	16,415	5582	Election/TnMtg Expenses	12,620	12,620
6,190	6,810	7,637	8,000	8,000	5583	Census	8,200	8,200
182	171	152	365	365	5711	Mileage Reimbursement	365	365
0	0	0	500	500	5720	Out of State Travel	500	500
395	395	440	500	500	5731	Association Dues	500	500
90	92	97	110	110	5732	Subscriptions	110	110
548	623	590	920	920	5733	Education	920	920
20,676	23,785	26,566	37,126	37,126		*Total Expense*	33,041	33,041
186,961	207,345	216,517	244,895	242,546		*Total Budget*	201,201	201,201

INSURANCE BUDGET

The Insurance budget program description covers all types of insurance for the Town, including: property and general liability; workers compensation; employee health, life and Medicare insurance; unemployment compensation; police, fire, and ambulance accident insurance; and public officials' bonds.

The Town of Holden joined the State sponsored Group Insurance Commission (GIC) for health insurance in FY 2013. The GIC will provide the FY 2018 premium information to the Town of Holden in early spring. The town currently pays 80% of HMO premiums for employees hired before 7/1/2009 and 75% for employees hired after that date. Employees may also enroll in Preferred Provider and indemnity plans with a 50/50 cost sharing. Our retirees who are eligible for Medicare are required to enroll in Medicare supplemental plans. The Town pays 74% of the Medicare HMO premiums and 50% of PPO and Indemnity Plans for retirees.

The Town of Holden also offers its employees a \$5,000 term life insurance policy through Boston Mutual Life Insurance Company and contributes 50% of the \$6.30 monthly premium. The FY 2018 Life Insurance budget also includes funding for the Town Manager's contractual insurance policies.

The Town is reimbursed by the Wachusett Regional School District for the cost of insurance coverage for school employees who retired before the 1994 regionalization.

Medicare is required on all employees hired after March 31, 1986 and the Town must match the 1.45% withheld from employees' wages. The Medicare costs in this budget increase annually as new employees are added and employees hired before that date retire. In order to offset the cost for Police and Fire personnel who do private duty details for various businesses, the related Medicare costs are being added to the Private duty billed to these entities.

The accompanying chart lists the total insurance costs for all funds, however, the health, life, and Medicare insurance costs that are shown in this budget are for the General Fund share of the total insurance costs. The balance of the amounts owed by the Town are paid by the Water/Sewer Department, the Municipal Light Department, the Recreation Revolving Funds (Recreation programs as well as the After School Program), the Solid Waste, Inspections and Cable Revolving Funds to cover the costs for the employees of each particular department.

INSURANCE

- An employee Flexible Spending Account was implemented in FY10. FY18 budget has been reduced slightly.
- The premium costs for the Property & Liability Insurance, as well as Workers' Compensation, are allocated across these additional funds: Recreation Programs, Recreation After-School Program, and Cable TV. Those amounts will be included in those budgets located elsewhere in this budget booklet, as are the allocations to the Light Department and the Water/Sewer Fund. Only the General Fund portions are included in this budget.

Department	Health	Life	Medicare	Property & Liability
Light	320,000	1,400	25,000	50,000
Water/Sewer	128,000	420	9,000	25,000
Solid Waste	7,300	15	450	0
Inspections	32,000	90	2,500	0
Recreation	7,500	0	0	5,000
After School	20,000	76	8,000	2,500
Cable	18,000	38	1,300	1,250
General Fund	1,475,000	16,000	117,000	160,000
Total	\$2,007,800	\$18,039	\$163,250	\$243,750

DEPARTMENT Non-Departmental	FUNCTION Insurance	FUNCTION CODE 01-900
DEPARTMENT HEAD Sharon A. Lowder	PREPARED BY Sharon A. Lowder	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
37,498	46,620	54,899	55,000	73,405	5171 Workers Compensation Policy	75,000	75,000
82,543	94,785	102,144	115,000	115,000	5173 Town Medicare	117,000	117,000
12,998	12,612	12,593	16,000	15,000	5174 Life Insurance	16,000	16,000
1,112,747	1,151,039	1,191,284	1,350,000	1,300,000	5175 Health Insurance	1,475,000	1,475,000
31,802	14,057	12,047	15,000	15,000	5740 Unemployment Insurance Pay As You Go	75,000	75,000
145,019	155,589	141,589	160,000	160,000	5741 Property/General Liability	160,000	160,000
32,291	35,040	36,302	40,000	34,204	5742 Police Insurance Policy	40,000	40,000
32,291	35,040	36,302	40,000	34,204	5743 Fire Insurance Policy	40,000	40,000
1,026	1,120	1,120	1,200	1,120	5744 Official Bonds	1,200	1,200
4,976	5,089	4,955	7,000	6,000	5746 Flexible Spending Account	7,000	7,000
1,493,191	1,550,991	1,593,235	1,799,200	1,753,933	*Total Expense*	2,006,200	2,006,200
1,493,191	1,550,991	1,593,235	1,799,200	1,753,933	*Total Budget*	2,006,200	2,006,200

RETIREMENT

The base retirement assessment is paid in part by the Municipal Light Department, the Water/Sewer Department, the Recreation Department (both Programs and After School), the Solid Waste, Inspections, and Cable TV Funds, with the balance paid by the Town General Fund. An additional surcharge to cover those employees who retired under the Early Retirement Incentive Program in 2002 is apportioned according to the retiree's former position and charged to the Light, Water/Sewer Departments and to the Town General Fund.

The Worcester Regional Retirement Board's Assessment is based on an Actuarial Allocation Method and includes a specific assessment for the Holden Municipal Light Department. The budget request is for the General Fund portion of the assessment which increased less than expected. **Since FY10 the Town of Holden has taken advantage of a 2% assessment discount offered by the Retirement Board for payment of the entire assessment in July, rather than half in July and half the following January. The assessments listed below reflect a total savings of \$35,045.**

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$307,953	\$15,215	\$323,168
Water/Sewer	\$90,868	\$6,695	\$97,563
Recreation Programs	\$18,000		\$18,000
Recreation After School	\$18,700		\$18,700
Solid Waste	\$5,000		\$5,000
Inspections	\$24,000		\$24,000
Cable TV	\$14,000		\$14,000
General Fund	1,338,829	\$38,951	\$1,377,780
Total	\$1,817,350	\$60,861	\$1,878,211

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Non-Departmental	FUNCTION Retirement Assessment	FUNCTION CODE 01-911
DEPARTMENT HEAD Sharon A. Lowder	PREPARED BY Sharon A. Lowder	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
1,063,564	1,189,289	1,279,798	1,375,352	1,375,352	5177	Retirement	1,377,780	1,377,780
1,063,564	1,189,289	1,279,798	1,375,352	1,375,352		*Total Expense*	1,377,780	1,377,780
1,063,564	1,189,289	1,279,798	1,375,352	1,375,352		*Total Budget*	1,377,780	1,377,780

DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2018. As of June 30, 2016, the total long-term debt outstanding for the Town of Holden was \$47,392,573.79 of which \$13,661,675.76 is considered to be inside the debt limit, and \$33,730,898.03 to be outside the debt limit. The Town of Holden's debt limit is set by statute at 5% of the Town's equalized assessed valuation (EQV). The EQV is a number that is calculated by the Commonwealth and is used by the state for purposes of statistical comparison among the 351 cities and towns. The state issues a new EQV biennially for each city and town. The Town's EQV is \$2,129,003,300 and results in a debt limit of \$106,450,165.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The total School debt excluded amount will be reduced by the Massachusetts School Building Authority reimbursement in the amount of \$1,732,788. The Debt Service for the Public Safety Building (less \$1,627 for an amortized bond premium) and the Municipal Pool (less a \$100,000 transfer from the Recreation Department) are also debt excluded. The final debt excluded number does not include additional debt-excluded dollars voted to fund the WRHS addition and renovation. Those dollars are included in the WRSD assessment to the Town and are a part of the Education budget.

The Town of Holden authorized the replacement of the Mountview Middle School in April, 2013 and Bond Anticipation Notes (BANs) in the amount of \$22,000,000 were issued through June of 2015. The Town of Holden issued a permanent bond in the amount of \$15 million in June of 2016 to guard against a future increase in interest rates and renewed a \$7 million BAN. The Town will renew this BAN in June of 2017 to pay the balance of the expenses due on Mountview School. Once final costs of the project are determined, the remaining amount will be permanently bonded.

The Town of Holden Bond rating has improved to AA+ by Standard and Poors and AA2 by Moodys. These favorable ratings will help with future debt issues.

DEPARTMENT Non-Departmental	FUNCTION Debt Service	FUNCTION CODE 01-710
DEPARTMENT HEAD Sharon A. Lowder	PREPARED BY Sharon A. Lowder	

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Manager FY 2018
EXEMPT DEBT						EXEMPT DEBT
2,805,576	2,796,306	2,557,825	2,555,950	2,555,950	5921 DE School Building	2,557,600
34,903	78,531	437,556	140,000	115,179	5920 DE Mt. View BAN	200,000
654,227	657,188	983,688	988,362	988,262	5929 DE Public Safety Building	953,375
0	0	221,450	220,425	220,425	5927 DE Pool	211,150
			1,200,000	1,331,505	5932 DE Mt. View Construction Perm	1,295,625
3,494,706	3,532,025	4,200,519	5,104,737	5,211,321	<i>sub-total</i>	5,217,750
NON-EXEMPT DEBT						
65,890	64,501	63,113	60,000	59,849	5931 Mountview Feasibility Study	0
3,873	3,873	3,804	3,804	3,804	5925 Septic Repair	3,804
71,871	71,871	72,013	72,014	72,014	5928 Connection Loan Debt	72,014
81,169	79,458	77,747	73,912	74,162	5950 Capital Plan Borrowing FY12	0
0	0	0	41,600	41,600	5950 Capital Plan Borrowing FY13	40,800
0	6,809	113,575	103,950	103,950	5950 Capital Plan Borrowing FY15	99,450
222,803	226,512	330,252	355,280	355,379	<i>sub-total</i>	216,068
INFRASTRUCTURE INVESTMENT FUND						
64,000	64,000	0	0	0	5919 A Underground Utilities	0
57,565	159,614	0	0	0	5923 A Additional IIF	0
50,000	50,000	0	0	0	5891 A Senior Center	0
75,000	75,000	0	0	0	5923 A Public Safety Building	0
50,000	50,000	0	0	0	5924 A Zottoli Purchase/Rec Fields	0
296,565	398,614	0	0	0	<i>sub-total</i>	0
4,014,074	4,157,151	4,530,771	5,460,017	5,566,700	*Total Expense*	5,433,818
4,014,074	4,157,151	4,530,771	5,460,017	5,566,700	*Total Budget*	5,433,818
Infrastructure Investment Fund						
219,449	222,889	0	0	0	Municipal Pool	0
325,000	325,000	0	0	0	Public Safety Building	0
544,449	547,889	0	0	0	*Total*	0

General funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by SBA reimbursement of approximately \$1,732,788 and by \$100,000 for funds transferred from the Recreation Revolving for a net debt exclusion of an estimated \$3,383,335

TRANSFER INTO GENERAL FUND
Included in the Recreation budget is an additional \$100,000 from the Recreation Revolving Fund into the General Fund to offset a portion of the Municipal Pool debt.

PLANNING AND DEVELOPMENT

In Late 2015 the Department of Growth Management was renamed the Department of Planning and Development. The Department is responsible for the operation of Planning, Conservation, Health, Zoning, Economic Development, Open Space, Affordable Housing, Historic District Commission, and Master Plan. The professional staff provides technical support to these citizen committees consistent with their statutory responsibilities and their duties as outlined by the Town Charter. Most of these committees are required to act on applications, schedule public hearings, and prepare decisions according to highly prescribed time frames dictated by the State enabling Statute for that board or commission.

The Planning Board meets twice monthly throughout the year and is responsible for reviewing applications for land development, creation of lots, site plan review for commercial projects, and developing and administering the Town of Holden Zoning Bylaws and Subdivision Control Regulations. Technical support to the Planning Board is provided by the Director. Currently the Planning Board is working to implement many of the recommendations made by the Master Plan Committee regarding Holden's future development and completely a thorough revision to the Subdivision Control Regulations. Given that less than 5% of land area in Holden is available for development, many of the proposals reviewed by the Planning Board impact existing development and neighborhoods.

The Conservation Commission meets monthly and is responsible for the review and monitoring of construction or development activities near wetlands as regulated by the Wetlands Protection Act and the local Conservation Bylaw. Technical support is provided to this commission by the Director and newly appointed part time Conservation Agent. On site inspections, plan review, and the monitoring of work and protection measures and controls constitute a bulk of this commission's work. Given that almost 1/3 of Holden's land area is protected open space for water supply, conservation, or environmental management, it is not surprising many construction projects are required to be reviewed by the Conservation Commission for compliance with the Wetlands Protection Act, the Rivers Protection Act and the Local Wetlands Bylaw.

The Board of Health meets monthly and is charged to protect the health and welfare of Holden's residents. The Town is a member of the Central Massachusetts Regional Public Health Alliance, services are provided within three areas of jurisdiction; public health, food handling and service requirements, and private waste disposal systems and private water supplies. The Board of Health is also the lead agency with Fire and Police in emergency response for natural or community wide emergencies. In the broad area of public health, community planning for infectious diseases and immunization, swimming pool regulations, and tobacco products control and sale. The alliance conducts regular inspections of food handling establishments, school cafeterias, and restaurants to insure compliance with the State regulations for safely storing, preparing, and serving food. Lastly the alliance is responsible for observing soil testing, reviewing design, and inspecting the installation of private septic systems and private water supply wells. This work is done to insure compliance with the appropriate State regulations.

PLANNING AND DEVELOPMENT

The Zoning Board of Appeals meets monthly and provides an avenue for a hearing and possible relief from the requirements of the Holden Zoning Bylaw. The Zoning Board also hears applications for special permits for soil removal, 40b projects, wireless communication towers, and a number of other activities requiring a special permit by the Holden zoning bylaw. The Building Commissioner provides technical assistance to the Zoning Board and serves as its enforcement officer. The Director serves as the Zoning Administrator for the purposes of hearing special permits for accessory apartments or expansion of non-conforming structures. The activities of the Zoning Board of Appeals are regulated by Chapter 40, the State Zoning Act.

The Planning and Development staff prepare and organize over 60 public meetings in the course of one year. Depending upon complexity and legal requirements, additional meetings are often scheduled in order to provide a timely, but effective hearing and review for the applicant. For special purpose committees such as Economic Development, Open Space, Affordable Housing, and the Master Plan Implementation Committees meetings occur less frequently due to the broad community issues considered by these committees and the fact that these committees have no regulatory responsibilities.

The Planning and Development staff includes the Director, a part time Conservation Agent, Building Commissioner, two Senior Clerks as well as participation in the Central Massachusetts Regional Public Health Alliance. The Building Commissioner and both senior clerks have responsibilities to the Inspections Division as well as Planning and Development.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT	FUNCTION	FUNCTION CODE
Planning and Development	Building/Board of Health/Planning/Zoning/Conservation/Historic District	
DEPARTMENT HEAD	PREPARED BY	
Pamela A. Harding	Pamela A. Harding	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
25,535	27,866	26,036	66,933	66,933	5110 Director of Planning and Development	68,903	68,903
74,788	76,658	78,575	0	0	5111 Town Planner	0	0
0	0	0	26,293	27,345	5111 Code Enforcement Officer	28,255	28,255
28,635	29,350	29,462	32,074	32,074	5112 Clerical	33,915	33,915
1,153	2,079	3,092	3,000	3,000	5122 Clerical Meetings	3,500	3,500
0	0	0	1,600	1,959	5119 Barn Inspection	0	0
0	0	0	24,890	18,878	5120 PT Conservation Agent	23,341	23,341
130,111	135,953	137,165	154,790	150,189	*Total Salary & Wages*	157,914	157,914

4	4	4	4	4	# Personnel F/T	4	4
0	0	1	3	3	# Personnel P/T	2	2
6,766	6,766	6,569	10,500	10,106	5298 Wachusett Recycling Center	10,500	10,500
1,500	1,500	1,500	1,500	1,500	5299 Greenway Task Force	1,500	1,500
1,818	1,517	3,006	1,800	1,800	5301 Advertising	2,100	2,100
1,750	2,535	0	2,600	2,600	5303 Consulting Services	2,600	2,600
959	0	0	6,000	6,000	5311 Software License/Support	23,500	23,500
724	609	1,424	1,000	1,000	5340 Cell Phones	1,400	1,400
2,272	3,359	2,268	3,500	3,500	5343 Postage	3,500	3,500
3,028	2,610	3,854	4,500	4,500	5421 Office Supplies	3,000	3,000
285	429	230	1,500	1,500	5509 Train/Educ/Programs	1,500	1,500
0	0	0	200	200	5510 Technical Ref Books	200	200
0	0	2,347	2,000	2,000	5582 Non Capital Equipment	2,000	2,000
0	168	0	2,500	2,500	5711 Mileage Reimbursement	2,500	2,500
4,283	4,390	4,500	4,800	4,613	5730 CMRPC Dues	4,900	4,900
979	909	930	1,500	1,500	5731 Association Dues	1,800	1,800
40	42	42	100	100	5732 Publications	100	100
0	0	0	300	300	5733 Expense of Meetings	300	300
3,047	899	0	3,500	3,500	5791 Economic Development	3,500	3,500
67,980	67,980	69,540	73,944	73,944	5793 Board of Health Regionalization	73,020	73,020
0	505	0	1,000	1,000	5794 Hardware Purchase	1,000	1,000
95,431	94,218	96,210	122,744	122,163	*Total Expenses*	138,920	138,920
225,542	230,171	233,375	277,534	272,352	*Total Budget*	296,834	296,834

SEALER WEIGHTS & MEASURES

The Sealer of Weights & Measures budget was moved from Public Safety to Planning and Development in FY 2017. The main function of the Sealer of Weights & Measures is consumer protection.

State law requires that all scales used in the sale of goods to the consumer be inspected annually. The same requirement is mandated for all liquid measuring and pumping devices, i.e., gas pumps, fuel oil delivery truck meters, etc. The emphasis is to check all devices and make sure that they are dispensing accurate measure of goods, for the price being charged. This annual inspection also entails checking of prepackaged goods offered for sale, i.e., loaves of bread, prepackaged meats and other goods.

The Sealer periodically makes unannounced visits to businesses, checking their equipment, making sure everything is in order. Prepackaged goods are also checked to ascertain their weight is correct and accurate as displayed. Inspections are also made on unit pricing in grocery stores, which is required by law.

This office investigates all complaints received from patrons of Holden businesses and those outside businesses doing business with citizens in the Town of Holden, i.e., fuel oil deliveries, cord wood deliveries, etc.

DEPARTMENT Sealer Weights & Measures	FUNCTION Consumer Protection	FUNCTION CODE 01-177
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Edward Seidler	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
2,500	2,500	3,000	4,000	4,000	5120	Sealer Wghts/Measures	4,000	4,000
2,500	2,500	3,000	4,000	4,000		*Total Salary & Wages*	4,000	4,000
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
982	311	392	500	500	5582	Supplies	375	375
250	250	300	300	300	5710	Car Allowance	400	400
75	120	120	250	250	5731	Association Dues/Ed	400	400
1,307	681	812	1,050	1,050		*Total Expense*	1,175	1,175
3,807	3,181	3,812	5,050	5,050		*Total Budget*	5,175	5,175

TOWN OF HOLDEN**FY 2018 BUDGET**

	Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Request FY 2018	Manager FY 2018
PUBLIC SAFETY							
Police Department	2,125,294	2,153,194	1,951,864	2,241,356	2,161,740	2,305,541	2,305,541
Dispatch	0	0	327,099	478,246	494,845	567,667	567,667
Animal Control	56,250	57,160	57,893	68,649	68,806	72,225	72,225
Fire Department	1,076,799	1,133,988	1,122,280	1,206,050	1,269,276	1,507,894	1,259,140
EMS	811,525	853,043	843,767	885,802	935,847	943,688	913,688
Emergency Management	11,314	10,594	78,469	89,372	89,372	86,384	86,384
Public Safety Building	190,913	208,392	185,812	215,500	215,500	215,500	215,500
TOTAL	4,272,095	4,416,371	4,567,184	5,184,975	5,235,386	5,698,899	5,420,145

POLICE DEPARTMENT

ADMINISTRATION

This Unit reflects the costs associated with providing leadership and coordination of all functions of the Holden Police Department. Those responsibilities include planning for adequate shift staffing, staff training, budget preparation and execution, and review of departmental policies and procedures. The Chief meets regularly with Department staff and other Town officials, as well as the public, to insure the responsiveness of the Department's mission which is to provide effective public safety to the residents of the Town of Holden. This also includes the annual review process to maintain state certification.

CRIME PREVENTION

It is the responsibility of the Crime Prevention Unit to provide an effective deterrent to the incident of crime in the community. This goal is accomplished by developing strategies that maintain high over-all visibility in the community, along with targeted patrols in both residential and commercial areas. The Department remains constantly aware of crime patterns in both geographical and types of incidents and coordinates its resources to address those needs. The payoff for being proactive has resulted in low levels of crime for the community.

INVESTIGATION

It is the responsibility of this Unit to provide follow-up investigation of crimes committed against both persons and property within the Town. The Detective also provides vital coordination between other local agencies, state police agencies, and federal agencies. This Unit has had significant success in breaking major theft cases in the recent past. This Unit is also responsible for drug intervention through investigation and surveillance activities. The last few years have seen a huge increase in Internet related thefts and investigations which are proving to be very time consuming and very difficult to investigate and prosecute.

POLICE DEPARTMENT

TRAFFIC DIVISION

The main objectives of this Unit are to (1) reduce serious traffic accidents and (2) provide for the safe, efficient flow of traffic in our community. These goals are accomplished by general traffic control and enforcement of motor vehicle rules and regulations, accident investigations and targeted enforcement programs to areas of demonstrated need. This Division also provides for the Safety Officer who works with community groups and children to promote traffic safety and the school safety patrol which targets school openings and closings for additional patrol attention.

COMMUNITY POLICING

This program reflects the Police Department's move toward a more proactive patrol and problem solving initiative with the citizens of Holden. Officers are assigned to periodically stop and talk with citizens and business owners on a random basis. This fosters good will between the Department and local citizens. Because this does not produce a unit of measurement such as an arrest or citation, this is difficult to measure on a daily basis. The philosophy and attitude of community policing stipulates that by directing resources now towards problem solving will prevent future crime and reduce fear in the long run, a five to ten year period.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Police	FUNCTION Police	FUNCTION CODE 01-210
DEPARTMENT HEAD David A. Armstrong	PREPARED BY David A. Armstrong	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
127,981	105,796	110,188	114,294	114,294	5110	Chief of Police	120,766	120,766
83,315	75,995	59,247	63,027	63,027	5111	Admin Labor	48,336	48,336
38,440	39,408	40,462	40,998	40,998	5112	Admin Clerical	41,660	41,660
4,678	3,287	4,050	10,000	10,000	5113	Community Policing	10,000	10,000
407,115	364,479	508,587	531,310	531,308	5114	Crime Labor	553,050	553,050
51,040	176,447	137,239	214,347	214,347	5115	Invest Detectives	224,319	224,319
472,525	353,866	455,920	528,924	463,295	5116	Highway Patrolmen	546,207	546,207
228,271	341,198	0	0	0	5117	Dispatchers	0	0
57,243	76,949	17,773	35,000	35,000	5119	Part Time Officers	35,000	35,000
42,509	52,143	56,919	61,812	61,812	5121	School Resource Officer	65,767	65,767
49,706	52,987	55,979	56,881	56,881	5122	PD Administrator	57,796	57,796
4,360	9,494	6,207	10,000	10,000	5132	Admin Special Details	10,000	10,000
32,483	13,645	28,225	35,750	35,750	5134	Court Overtime	35,750	35,750
46,404	18,770	18,280	40,000	40,000	5135	O T Misc & Training	40,000	40,000
38,207	41,518	37,569	40,000	40,000	5136	Highway OT Det/Invest	40,000	40,000
5,000	4,000	4,000	5,000	5,000	5140	Performance Bonus	5,000	5,000
1,075	1,000	1,075	1,075	1,075	5143	Physical Fitness	1,075	1,075
1,500	12,017	12,017	26,000	12,015	5144	Education	22,015	22,015
8,885	7,860	7,933	15,000	15,000	5147	Support Shift Differential	15,000	15,000
4,200	5,990	7,621	6,500	6,500	5148	Holiday Pay	6,500	6,500
206,868	206,508	188,526	198,182	198,182	5160	Education Stipend	213,300	213,300
1,911,805	1,963,357	1,757,817	2,034,100	1,954,484		*Total Salary & Wages*	2,091,541	2,091,541
27	30	23	25	25		# Personnel F/T	25	25
12	12	6	3	3		# Personnel P/T	3	3

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
590	750	0	0	0	5212 Utilities	0	0
800	0	0	0	0	5214 Fuel	0	0
0	0	0	0	0	5231 Water/Sewer	0	0
37,097	40,387	43,185	40,000	40,000	5242 Equipment Maintenance	40,000	40,000
2,106	1,904	6,698	7,000	7,000	5244 Radio Maintenance	13,000	13,000
0	450	801	2,000	2,000	5304 Physicals	2,000	2,000
12,033	13,182	15,310	13,500	13,500	5340 Pager/Cell Phone	15,000	15,000
2,691	2,692	0	0	0	5342 Radio Lines	0	0
1,026	1,033	1,026	2,000	2,000	5343 Postage	2,000	2,000
45,181	32,107	23,597	30,756	30,756	5410 Petro Products	28,000	28,000
6,656	5,731	3,810	6,000	6,000	5421 Office Supplies	6,000	6,000
5,154	5,499	5,190	2,000	2,000	5430 Building Maintenance	2,000	2,000
32,137	18,057	24,224	25,000	25,000	5480 Vehicle Maintenance	25,000	25,000
204	491	490	500	500	5490 Prisoner Food	500	500
14,677	7,904	24,389	26,000	26,000	5509 Training & Education	26,000	26,000
1,557	260	891	750	750	5510 Safety Programs	750	750
27,502	25,643	32,193	44,000	44,000	5581 Uniforms	46,000	46,000
1,892	681	431	1,000	1,000	5582 Office Equipment	1,000	1,000
486	770	1,467	1,000	1,000	5584 Defib Equipment	1,000	1,000
2,293	2,053	3,435	2,500	2,500	5731 Association Dues	2,500	2,500
1,749	0	323	1,500	1,500	5732 General Laws	1,500	1,500
402	243	0	750	750	5733 Expense of Meetings	750	750
0	0	0	500	500	5787 Lockup Fees	500	500
17,256	30,000	0	0	0	5788 Traffic Lines	0	0
0	0	0	500	500	5789 Traffic Signs	500	500
0	0	6,587	0	0	5840 C Sidearms Replacement	0	0
213,489	189,837	194,047	207,256	207,256	*Total Expense*	214,000	214,000
2,125,294	2,153,194	1,951,864	2,241,356	2,161,740	*Total Budget*	2,305,541	2,305,541

DISPATCH

WACHUSETT REGIONAL EMERGENCY COMMUNICATIONS CENTER

This Unit provides for the dispatching and control of all emergency calls received by the Holden Police Department. Calls received by the Department include emergency police and fire calls as well as calls for Holden utility departments. In addition to answering and dispatching calls, the dispatcher is responsible for disseminating all information received from national and regional crime information centers, and the Registry of Motor Vehicles. Numerous logs and other records of calls and dispatches are also recorded by staff. This year marks the first year of State 911 mandated EMD-Emergency Medical Dispatching.

On December 10, 2014, the Wachusett Regional Dispatch Center started operation of Holden and Princeton calls. With support from State-911, training grant, support and incentive, and Princeton's contributions, the Town of Holden has seen cost savings with added professional dispatching. We anticipate that the Town of West Boylston Dispatch will join in 2017.

DEPARTMENT Police	FUNCTION Dispatch	FUNCTION CODE 01-250
DEPARTMENT HEAD David Armstrong	PREPARED BY David Armstrong	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
0	0	24,992	27,011	27,011	5111	Adm Labor	48,336	48,336
0	0	229,691	360,735	377,334	5117	Dispatchers	411,931	411,931
0	0	47,671	30,000	30,000	5119	PT Dispatchers	35,000	35,000
0	0	13,403	40,000	40,000	5135	OT Misc & Training	40,000	40,000
0	0	315,757	457,746	474,345		*Total Salary & Wages*	535,267	535,267
0	0	7	8.5	8.5		# Personnel F/T	9	9
0	0	4	9	9		# Personnel P/T	9	9
0	0	5,000	6,000	6,000	5243	Software Support (IMC)	7,400	7,400
0	0	3,682	3,500	3,500	5342	Radio Lines	3,500	3,500
0	0	0	1,500	1,500	5421	Office Supplies	1,500	1,500
0	0	30	5,000	5,000	5509	Training & Education	7,500	7,500
0	0	2,630	4,500	4,500	5581	Uniforms	4,500	4,500
					5244	Microwave Service Contract	8,000	8,000
0	0	11,342	20,500	20,500		*Total Expense*	32,400	32,400
0	0	327,099	478,246	494,845		*Total Budget*	567,667	567,667

ANIMAL CONTROL

LICENSING - Provides for the purchase of all items necessary for licensing of dogs, monitoring the license process, and taking appropriate action against those who fail to license.

ASSISTANCE – The Officer provides assistance to residents and the various animals in Town. Reports received of lost and found animals, animals hit by motorists, stray and abandoned animals, and requests for general information regarding licensing, rabies, and regulations.

INVESTIGATION/ENFORCEMENT – The Animal Control Officer investigates and enforces the Town's dog leash laws. Receipt of residents' complaints regarding violations of the leash law by-law and resolution of same, vicious and barking dog investigations, and patrols of schools and neighborhoods.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Police Department	FUNCTION Animal Control	FUNCTION CODE 01-292
DEPARTMENT HEAD David Armstrong	PREPARED BY David Armstrong	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
43,011	45,849	47,894	48,672	48,672	5113	Animal Control Officer	49,463	49,463
3,391	3,091	4,301	7,877	8,034	5114	Call Outs	8,164	8,164
0	0	0	0	0	5119	Barn Inspection	1,600	1,600
1,018	1,500	1,088	1,500	1,500	5132	Overtime	2,000	2,000
47,420	50,440	53,283	58,049	58,206		*Total Salary & Wages*	61,227	61,227

1	1	1	1	1		# Personnel F/T	1	1
1	1	1	1	1		# Personnel P/T	1	1

0	0	0	200	200	5244	Radio Maintenance	200	200
600	909	501	900	900	5343	Postage	900	900
2,144	2,113	1,212	3,000	3,000	5382	Dog Expense	4,000	4,000
2,859	1,642	1,040	2,250	2,250	5410	Petro	1,648	1,648
2,210	906	200	2,000	2,000	5480	Vehicle Maintenance	2,000	2,000
0	108	28	500	500	5510	Education	500	500
793	921	797	1,000	1,000	5581	Uniforms	1,000	1,000
99	71	782	500	500	5582	Equipment	500	500
125	50	50	250	250	5731	Association Dues	250	250
8,830	6,720	4,610	10,600	10,600		*Town Expense*	10,998	10,998
56,250	57,160	57,893	68,649	68,806		*Total Budget*	72,225	72,225

FIRE OPERATIONS

The Fire Department provides an array of emergency and support services to the community, protecting persons and property from fire, explosions, hazardous conditions, and disasters, and mitigates potential losses through education and planning. The primary areas of focus are fires, explosions, and hazardous material response. Providing citizens with assistance for domestic emergencies, personal emergencies, and supporting other town departments as needed, are also important secondary functions of our organization.

Under the direction of the Chief, we plan and direct all operations of the department, set policies and standard operating guidelines, keep abreast of changing laws, regulations and rules as they affect the fire service, EMS, and the community. The Department also keeps and maintains all required federal, state and local records and issues reports as required, as well as collaborates with town management to provide the community with effective fire, EMS, and public safety services.

FIRE AND ACCIDENT PREVENTION – This Division provides fire education to various groups and schools, conducts inspections, handles plan reviews, and enforces laws, regulations and codes for which the Fire Department is responsible. These are all parts of a coordinated effort to reduce the likelihood of emergencies and to minimize losses from those incidents. Inspections are conducted and records are kept for all permits issued. Periodic inspections are conducted at all educational and institutional properties, as well as annual inspections for places of assembly. Subdivision and building plans are reviewed for fire safety, as well.

Student Awareness and Fire Education (S.A.F.E.) as well as community based CPR programs are supported through Training and Education. S.A.F.E. educates young children and parents in household fire prevention and safety. When offered, CPR programs train the lay person in basic lifesaving measures and early emergency intervention involving sudden cardiac arrest. In 2014 we also began our Senior SAFE program where we reach out to Holden's senior citizens and teach fire and life safety techniques.

INSPECTIONS/PERMITS - The Fire Prevention division of the Fire Department is responsible for enforcing the codes set forth by the State Fire Marshal's office in MGL Chapter 148 and 527 CMR as well as parts of the Massachusetts State Building Code. Fire Prevention code enforcement helps to reduce the likelihood of emergencies and to minimize loss of life and property should an incident occur. There are many different fire inspections and permits granted by the fire department including but not limited to, new fire alarm systems, carbon monoxide compliance, smoke alarm compliance, oil burners, oil tanks, LPG tanks, transfer tanks, tank trucks, and tank removals. Along with the permitted inspections, the department provides services and inspections for liquor license applications and renewals, pre-construction meetings, construction plan review, daycare centers, schools, places of public assembly, quarterly inspections of health care facilities, and inspections of commercial buildings. Inspections, permits and code enforcement, and fire safety education are geared towards increasing the overall safety of the residents of Holden. The State's comprehensive smoke and Carbon Monoxide detector program continues to help save lives and reduce fires across the state.

EMERGENCY PREPAREDNESS – Fire personnel conduct daily inspection tests on all fire department equipment and maintain all apparatus, equipment, and supplies. Personnel must ensure all emergency equipment is fully ready for rapid response. In FY2016 the department began hosting a regional Technical Rescue trailer and joined the Mid-State Technical rescue team. By doing this Holden has quick access to the capabilities of confined space rescue, trench collapse rescue, building collapse and Dive/swift water rescue. This equipment along with the regional foam trailer and Holden's Hazardous material response trailer put us in a great position to respond to atypical emergencies.

TRAINING – The Fire Department provides training and education for all department members including administrative staff, fulltime and call members. Regular fire department training is conducted twice per month. This training keeps department members up to date with proper procedures in the areas of tactics, strategies, basic firefighting, and hazardous materials. Training and Education also includes outside training and certifications. Certification exams and specialty training is conducted off site, and is required for retention and advancement.

Recruit Firefighter training and the Fire Explorers Post Program also falls under Training and Education. Recruit training ensures that new members are properly trained according to NFPA standards. The Explorers Post Program targets interested youth between the ages of 14 and 21 in recruit training and a career in firefighting. Training is also offered to the administrative staff to attend day training courses directly related to their job functions to enhance job performance.

Holden Fire has two members on the State Hazardous Materials Team. As members of the State team our firefighters respond around the State to major Haz-Mat incidents. The State reimburses the town for training and Haz-Mat calls and an annual physical. A number of our members are also training to be Tech-Rescue (Technical Rescue) certified. Following the Paquette incident in July of 2012 we have put a priority on technical rescue training and capabilities.

SUPPORT SERVICES – The Fire Department administration staff work closely with the Chief to provide administrative support for all divisions in the department. This includes fulltime/on-call members, administration staff, and recruit members and 48 volunteer members including fire auxiliary members, the CERT team members and Fire Explorers, for a total of 98 department members.

The administration office is responsible for scheduling daily permit/fire inspections and work with outside contractors and companies to accomplish this. In relation to permits, the staff is also responsible for the handling of permit fees, tracking, and processing. Other functions of the administrative office include assisting the Chief with special projects, maintaining the department website, and the purchasing and tracking of department uniforms. The staff provides for the overall operation of the front office.

The Administrative staff works closely with the department's ambulance billing contractor to get as much revenue as possible, typically around one million dollars per year. Timely and accurate submission of invoices is critical when dealing with the various insurance companies and Mass Health, Medicare and Medicaid.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Fire	FUNCTION Fire	FUNCTION CODE 01-220
DEPARTMENT HEAD John Chandler III	PREPARED BY John Chandler III	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
110,400	117,688	120,042	121,976	121,976	5110 Chief	123,939	123,939
84,519	87,237	90,482	90,416	90,416	5111 Assistant Chief	91,871	91,871
39,920	40,925	42,645	42,588	42,588	5112 Clerical	43,280	43,280
390,484	418,866	446,498	447,931	461,215	5113 Firefighters Full Time	463,947	477,532
0	24,597	0	0	0	5115 N New Firefighters (4)	225,769	0
6,402	6,562	4,151	3,400	3,414	5117 Deputy Chiefs	3,482	3,482
144,128	135,585	119,066	203,640	203,640	5118 Call Firefighters	207,713	207,713
79,997	99,655	92,104	80,000	120,000	5132 Overtime	120,000	90,000
15,105	13,615	9,703	10,000	15,220	5133 Weekend Coverage	15,220	12,000
14,500	2,013	0	7,500	7,500	5141 IOD	7,500	5,000
487	770	448	500	500	5147 Shift Lead Pay	500	500
49,902	55,676	56,568	61,827	62,457	5148 Holiday Pay	63,223	63,223
		5,400	0	0	5160 EMT Stipends	0	0
0	4,292	0	6,100	5,400	5160 Education Stipends	5,400	5,400
0	0		6,000	10,000	5160 Residency Stipends	10,000	10,000
935,844	1,007,481	987,107	1,081,878	1,144,326	*Total Salary & Wages*	1,381,844	1,133,940
10	11	11	10	10	# Personnel F/T	10	10
2	0	0	0	0	# Personnel P/T	0	0
41	50	50	32	32	# Personnel On-Call	20	20
					# Personnel Recruits	8	8

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
3,654	4,235	3,079	4,000	3,500	5212 Utilities	3,500	3,500
1,355	1,401	1,338	1,500	1,500	5231 Water/Sewer	1,500	1,500
5,285	6,589	7,963	6,000	6,000	5244 Radio Maintenance	6,000	6,000
2,027	2,031	2,031	2,100	2,100	5249 Radio Alarm System	2,100	2,100
4,303	3,364	3,725	4,600	2,600	5340 Cell Phone/Pagers	2,600	2,600
18,407	13,192	8,863	14,172	12,500	5410 Petro Products	12,500	12,500
5,238	4,632	4,499	4,500	4,000	5421 Office Supplies	4,000	4,000
5,084	3,684	5,358	7,500	6,500	5430 Building Maintenance	6,500	6,500
27,345	19,831	25,357	25,000	25,000	5480 Vehicle Maintenance	25,000	25,000
136	196	469	1,000	1,000	5490 Emergency Food	1,000	1,000
2,605	805	1,235	2,000	2,000	5500 Medical/Physicals	2,000	2,000
10,224	9,214	11,472	9,000	9,000	5510 Train/Education/Programs	9,000	9,000
5,706	7,833	5,022	3,000	3,000	5512 Call Firefighter Retention	3,000	3,000
14,040	12,549	22,657	9,000	9,000	5581 Uniforms	9,000	9,000
0	0	0	4,250	4,250	5581 Uniform Allowance	4,250	4,250
20,756	16,691	15,005	9,000	15,000	5582 Equipment/Hose	15,000	15,000
474	430	342	500	400	5711 Mileage Reimbursement	400	400
2,301	2,089	1,950	850	1,400	5720 Out of State Travel	2,500	1,650
6,569	7,241	9,963	11,200	11,200	5783 Licenses and Fees	11,200	11,200
5,446	10,500	4,845	5,000	5,000	5870 C Radio/Pager Purchase	5,000	5,000
140,955	126,507	135,173	124,172	124,950	*Total Expenses*	126,050	125,200
1,076,799	1,133,988	1,122,280	1,206,050	1,269,276	*Total Budget*	1,507,894	1,259,140

EMS OPERATIONS

The Department's Emergency Medical Services division is responsible for providing twenty-four hour, 365 days year emergency ambulance coverage to the Town of Holden. In this capacity, we provide advanced life support, basic life support and public assistance to the sick, injured, and infirmed residents of the town. The service is staffed by Emergency Medical Technicians and Paramedics based upon regulatory requirement of the Massachusetts Department of Public Health. The EMS leadership is comprised of the Fire Chief and the EMS Coordinator, who are responsible for the day-to-day operations of the service as well as future planning and goals.

The EMS division is a multi-faceted organization with many requirements including but not limited to, hospital medical affiliation, federal and state licensure and mutual aid agreements. The division is also responsible for maintaining adequate medical supplies, vehicle maintenance, electronic patient care report system and service of durable medical equipment. The EMS division must also maintain an active training and education component to allow for the EMS providers to be up to date on current regulations, treatments and changes in the medical care of patients. Part of the education program is continual quality assurance of all skills and patient care reports to ensure the highest quality of care for the residents of Holden.

LEADERSHIP – Staff plans and directs all operations of EMS, sets policies and standard operating guidelines, keeps abreast of changing laws, regulations and rules as they affect the fire service and the community. Keeps and maintains all required federal, state and local records and issues reports as required. We work to provide the community with the highest quality and most effective emergency medical service possible.

TRAINING – The Department provides EMS training, education, certifications, and any recertification/refresher courses to all EMS personnel.

SUPPORT SERVICES – The administration staff provide support for all segments of EMS operation through clerical assistance, maintaining ambulance records, working with the medical billing companies, hospitals, patients, and surrounding fire departments. The staff also tries to maximize revenue for department, as appropriate, by reviewing patient invoicing, billing, and reconciliation for cost recovery of calls and services.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT EMS	FUNCTION Emergency Medical Services	FUNCTION CODE 01-231
DEPARTMENT HEAD John Chandler III	PREPARED BY John Chandler III	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
58,636	60,864	64,228	65,818	65,818	5111	EMS Coordinator	65,564	65,564
25,618	27,385	24,737	29,031	29,031	5112	Clerical	29,501	29,501
442,174	479,008	477,487	507,177	506,098	5113	Firefighters	510,723	510,723
11,320	0	0	15,000	15,000	5114	Paramedics (Per Diem)	15,000	15,000
3,690	2,163	1,675	15,000	15,000	5118	Call Firefighters	15,000	15,000
126,740	143,576	150,034	100,000	150,000	5132	Overtime	150,000	120,000
1,500	2,500	2,500	2,500	2,500	5140	EMS Coordinator Stipend	2,500	2,500
669,678	715,496	720,661	734,526	783,447		*Total Salary & Wages*	788,288	758,288
10	10	10	9	9		# Personnel F/T	9	9
0	0	0	1	1		# Personnel P/T	1	1
3	3	3	1	1		# On-Call/Per Diem	0	0
6,087	10,025	8,456	10,000	10,000	5244	Equipment Maintenance	13,000	13,000
1,627	1,305	1,373	1,500	1,400	5340	Cell Phones/Pagers	1,400	1,400
14,278	10,998	7,426	11,276	10,000	5410	Petro Products	10,000	10,000
414	350	829	500	500	5421	Office Supplies	500	500
7,314	14,829	5,580	11,000	11,000	5480	Vehicle Maintenance	11,000	11,000
3,303	1,885	2,362	6,000	6,000	5510	Train/Education/Programs	6,000	6,000
11,844	14,882	5,806	10,000	10,000	5581	Uniforms	10,000	10,000
0	0	0	4,500	4,500	5581	Uniform Allowance	4,500	4,500
46,911	32,018	39,351	40,000	40,000	5584	Medical Supplies/Equip.	40,000	40,000
16,457	16,000	16,475	19,000	19,000	5783	Licenses and Fees	19,000	19,000
33,612	35,255	35,448	37,500	40,000	5784	Billing Contractor	40,000	40,000
141,847	137,547	123,106	151,276	152,400		*Total Expenses*	155,400	155,400
811,525	853,043	843,767	885,802	935,847		*Total Budget*	943,688	913,688

EMERGENCY MANAGEMENT

Emergency Management is responsible for planning and coordinating all civil emergency operations when necessary as indicated by emergency circumstances. Emergency Management maintains electronically the Comprehensive Emergency Management Plan for the town including but not limited to, updating information as required by State and Federal officials and is responsible for implementing the Federal SARA Act which requires continuous monitoring of hazardous material plans. Emergency Management is also a member of the Regional Emergency Planning Committee (REPC), and the training of the CERT (Citizens Emergency Response Team) Team and coordination with the Regional CERT Team.

In FY 2016 our new Emergency Management Coordinator, Chris Montiverdi, began working on the next steps of Town preparedness including a School Response Plan and assisting the various Town Departments in developing Continuation Of Operations Plans (COOP) and training. The COOP plans are vital to keep the town running in the event of a major emergency.

A key component of Emergency Management is the Town's volunteer CERT (Community Emergency Response Team) with over 20 volunteers which provides support to all town departments during times of emergencies. The CERT team has an office in the Fire Department Annex, and CERT van and trailer and has equipment to assist with various town emergencies.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Emergency Management	FUNCTION Emergency Preparedness	FUNCTION CODE 01-291
DEPARTMENT HEAD John Chandler III	PREPARED BY John Chandler III	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
	0	61,764	64,552	64,552	5115	EM Coordinator	65,564	65,564
5,000	5,000	7,500	7,500	7,500	5120	Stipend	7,500	7,500
5,000	5,000	69,264	72,052	72,052		*Total Salary & Wages*	73,064	73,064
0	0	0	1	1		# Personnel F/T	1	1
0	0	0	0	0		# Personnel P/T	0	0
772	780	745	1,320	1,320	5430	Cell Phone	1,320	1,320
35	512	318	4,000	4,000	5510	Training	4,000	4,000
5,507	4,302	8,142	12,000	12,000	5582	Emergency Supplies	8,000	8,000
6,314	5,594	9,205	17,320	17,320		*Total Expense*	13,320	13,320
11,314	10,594	78,469	89,372	89,372		*Total Budget*	86,384	86,384

PUBLIC SAFETY BUILDING

The Public Safety Building was completed in November of 2010 and houses the Fire and Police Departments in the 34,000 square foot facility. The building is comprised of the fire department administrative area, living area and apparatus bay area on the second floor and the police department, regional dispatch center, mechanical and electrical areas, training room/EOC and fitness room on the first level.

The building has a state of the art HVAC system that utilizes geo-thermal heat and air conditioning; computer controlled and monitored operating systems, a total access control system and a recorded video surveillance system. The building project also included a state of the art Voice Over IP (VOIP) phone system which has since been expanded to cover all town departments.

An outside cleaning firm not only handles day to day cleaning but is also contracted to do semi-annual cleaning of all rugs and waxing of floors and annual window and exterior cleaning.

The goal of the original building committee was to design a state of the art that would be the 'last building standing' if a disaster hit Holden and the goal of the two chiefs is to keep the building well maintained and looking as good as it did the day we moved in.

With the advent of the regional dispatch center in FY 2015, the Town moved some of its key computer systems to the 911 room in the Public Safety Building as the room is well protected and has both a major Uninterruptable Power Supply (UPS) and a backup generator that can run almost the entire building in the event of a major power outage.

DEPARTMENT Public Safety	FUNCTION Public Safety Building	FUNCTION CODE 01-215
DEPARTMENT HEAD	PREPARED BY Peter Lukes	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
62,609	69,014	68,805	64,500	64,500	5212	PSB Utilities	64,500	64,500
6,012	9,895	3,498	6,000	6,000	5214	PSB Fuel	6,000	6,000
8,467	9,209	6,394	11,000	11,000	5231	PSB Water Sewer	11,000	11,000
37,599	51,730	38,867	55,000	55,000	5242	PSB Mechanical & Maint	55,000	55,000
30,245	29,917	29,245	31,000	31,000	5242	Maint. Contracts	31,000	31,000
3,110	180	0	0	0	5248	Generator Maintenance	0	0
32,714	32,831	33,216	35,000	35,000	5430	PSB Cleaning	35,000	35,000
10,157	5,616	5,787	13,000	13,000	5450	PSB Cleaning Supplies	13,000	13,000
190,913	208,392	185,812	215,500	215,500		*Total Expenses*	215,500	215,500
190,913	208,392	185,812	215,500	215,500		*Total Budget*	215,500	215,500

TOWN OF HOLDEN**FY 2018 BUDGET**

	Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Request FY 2018	Manager FY 2018
PUBLIC WORKS							
Administration	167,131	179,813	190,927	190,014	194,762	201,970	201,970
Engineering	153,282	199,111	203,460	309,328	333,741	447,788	337,788
Highway Division	1,293,223	1,346,841	1,288,997	1,369,962	1,341,421	1,388,925	1,388,925
Mechanics Division	186,340	189,352	191,127	205,366	204,010	207,392	207,392
Buildings/Grounds	685,845	671,810	632,762	734,472	739,801	781,296	781,296
Garage Division	42,791	44,895	43,809	41,200	61,100	0	0
TOTAL	2,528,612	2,631,822	2,551,082	2,850,342	2,874,835	3,027,371	2,917,371

DEPARTMENT OF PUBLIC WORKS (GENERAL FUND)**MISSION STATEMENT**

"The principal mission and focus of the Holden Department of Public Works is to enhance the quality of life for all residents, businesses and visitors of Holden through responsible and sound management, innovation, teamwork and vision, and to provide dependable, high quality, responsive public works and utility services at reasonable costs".

The Department of Public Works - (General Fund) is comprised of five (5) Divisions: Administration; Engineering; Highway; Building & Grounds, and; Mechanics. The Department of Public Works (DPW) is responsible for the planning, design, operations and management of the Town's public works infrastructure and/or assets. The professional staff also provides technical and/or management expertise to other municipal departments and town officials. Holden's infrastructure includes: 120-miles of roads; guard rails and street signs; 56-miles of sidewalks (of which 20-miles are snowplowed); bridges; storm water infrastructure, including over 2,000 catch basins/manholes, culverts and outfalls; winter snow & ice operations; cemeteries, parks and playgrounds; town-owned buildings (four of which are historic); town landfill; and program management necessary to provide safe and reliable transportation systems for each of our public safety operations, residents, businesses, and visitors.

The DPW (General Fund) consists of a talented group of twenty-five (25) professionals who include the following: Director of Public Works, Senior Civil Engineer, Civil Engineer II, Office Manager, Senior Clerk, Superintendent of Operations, Highway Foreman, Buildings & Grounds Foreman, Mechanics Foreman, two (2) Mechanics, six (6) Equipment Operators III, five (5) Equipment Operators II, and three (3) Laborers.

The Director of Public Works, Office Manager, Senior Clerk, Senior Civil Engineer and Civil Engineer II each share responsibilities with the Water & Sewer Enterprise Fund. The Senior Clerk position is fully funded by the Water & Sewer Enterprise Fund. The others are fully funded from the General Fund.

Administration

The Administration Division provides overall administration, supervision and direction for all DPW Divisions and town-related activities. Additionally, Administration provides ongoing day to day operations and planning support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director meets with key staff on a daily basis, and the products and accomplishments are reviewed along with project and operational costs associated with accomplishing other Departmental goals. The Division also provides administrative services for the Director, Senior Civil Engineer and Civil Engineer II and processes all department payroll, personnel forms, accounts and town-wide municipal fuel-use records. Administrative staff also manages the everyday functions and processing of cemetery deeds, records and the sale of cemetery lots.

Administration, together with the Engineering Division, initiates and executes necessary studies and preliminary design for major capital projects and prepares all documents and/or specifications necessary to solicit bids and quotations for the procurement of goods, services and contracts. These often involve the preparation of grant applications or proposals and selection of consultants and/or liaison work between town and consultants or agencies.

The Holden Department of Public Works team is comprised of a most talented and hard-working group of professionals whose combined efforts, initiative and dedication result in the highest level of reasonable, cost-effective and timely deliverables to Holden's residents, businesses and visitors under the most challenging conditions every day of the year.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Public Works	FUNCTION Administration Division	FUNCTION CODE 01-421
DEPARTMENT HEAD John Woodsmall	PREPARED BY John Woodsmall	

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
104,466	111,360	116,923	117,282	120,070	5110	DPW Director	123,939	123,939
53,835	56,585	60,031	63,442	63,442	5112	Clerical	65,731	65,731
158,301	167,945	176,954	180,724	183,512		*Total Salary & Wages*	189,670	189,670
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	0	0		# Personnel P/T	0	0
55	50	51	100	100	5244	Radio Maintenance	100	100
780	653	695	625	625	5340	Pagers/Cell Phone	625	625
221	436	98	300	300	5343	Postage	300	300
1,240	953	568	990	700	5410	Petro Products	750	750
2,652	5,149	4,298	3,500	3,000	5421	Office Supplies	3,000	3,000
144	476	4,217	500	2,250	5422	Printing	2,000	2,000
58	2,508	600	1,000	1,700	5480	Vehicle Maintenance	1,300	1,300
223	74	0	75	75	5584	Safety Wear	225	225
1,498	1,373	1,755	1,600	1,900	5731	Association Dues	1,900	1,900
0	0	42	100	100	5732	Books & Periodicals	100	100
1,959	196	1,649	500	500	5733	Expense of Meetings	2,000	2,000
8,830	11,868	13,973	9,290	11,250		*Total Expenses*	12,300	12,300
167,131	179,813	190,927	190,014	194,762		*Total Budget*	201,970	201,970

Engineering

The Engineering Division provides town-wide technical services for all municipal departments. These services include preparation and maintenance of street and sidewalk inventories; making recommendations to the Planning Board, Conservation Commission, and Zoning Board of Appeals with the review of site plans; preliminary and definitive subdivisions; approval not required plans, and; subdivision acceptance and as-built plans. The Division also offers professional technical review of supporting documents including traffic impact studies; environmental impact assessment reports, and; stormwater reports. Engineering determines construction cost estimates for bonding requirements, inspects the installation of utilities to ensure that all work is performed in compliance with applicable regulations and that all public infrastructure and utilities are properly tested/installed before acceptance by the Town. The Division also conducts comprehensive studies on proposed large subdivisions to account for their impact and need for improvements to the Town's public roads, bridges, sidewalks, water, sewage, drainage, and traffic management systems. Technical expertise is provided to support all construction-related project activities performed by the DPW operating divisions and other town departments or agencies. To accomplish this goal, the Engineering Division undertakes the design and survey elements, prepares specifications and cost estimates, calculates material quantities, and files necessary applications with the regulatory agencies.

Engineering manages the stormwater and illicit discharge detection and elimination programs by conducting ongoing field inspections and data collection to comply with the United States Environmental Protection Agency's Phase II Small Municipal Separate Storm Sewer System (MS4) Stormwater General Permit. These ongoing activities necessary to ensure compliance includes the monitoring of project sites, review and testing of suspect discharges and implementation of program goals to achieve best management practices. Similarly, the Division manages contracted services for all post-closure monitoring activities for the Town-owned former Landfill on River Street in order to comply with the requirements of the Massachusetts Department of Environmental Protection which requires the town to monitor, inspect, test and report (in the spring and fall of each year) on all groundwater activities in and around the former landfill.

Engineering also manages and maintains the GIS online mapping system and a web-based management system for the administration of data, assets, and time resources, for each of the DPW Divisions as well as other Town Departments.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Public Works	FUNCTION Engineering Division	FUNCTION CODE 01-411
DEPARTMENT HEAD John Woodsmall	PREPARED BY John Woodsmall	

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
135,320	141,497	127,728	146,773	141,311	5111	Engineers	146,093	146,093
0	0		10,880	10,880	5119	Engineer Intern	11,520	11,520
135,320	141,497	127,728	157,653	152,191		*Total Salary & Wages*	157,613	157,613
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	1	1		# Personnel P/T Intern	1	1
0	32,570	38,065	70,000	100,000	5299	Post Closure Monitoring	180,000	100,000
3,800	10,000	7,895	10,000	10,000	5303	Consulting Services	25,000	10,000
2,112	998	1,046	2,500	1,500	5306	Design Software	15,000	15,000
0	4,033	12,690	15,000	15,000	5311	GIS	1,500	1,500
573	835	1,715	1,500	1,500	5340	Pagers/Cell Phones	1,500	1,500
235	756	431	500	500	5343	Postage	500	500
1,952	1,379	872	1,575	950	5410	Petro Products	1,100	1,100
1,702	259	285	1,500	3,000	5480	Vehicle Maintenance	1,000	1,000
3,183	1,828	5,665	2,700	2,700	5582	Equip/Supplies	2,700	2,700
398	99	379	200	200	5584	Safety Wear	675	675
0	402	130	200	200	5710	Car Allowance/Mileage	200	200
217	75	189	500	500	5731	Association Dues	500	500
3,304	4,000	4,069	45,000	45,000	5732	Storm Water NPDES Permit	60,000	45,000
486	380	2,301	500	500	5733	Expense of Meetings	500	500
17,962	57,614	75,732	151,675	181,550		*Total Expenses*	290,175	180,175
153,282	199,111	203,460	309,328	333,741		*Total Budget*	447,788	337,788

Highway

The Highway Division is responsible for the everyday maintenance, construction and management of the Town's public works infrastructure and/or assets which include: winter snow & ice operations; roads, sidewalks; drainage; fleet maintenance and repair; street sweeping; bridges; stormwater, catch basins, culverts and outfalls; guard rail; street signs; town landfill, and; program management necessary to provide safe and reliable vehicular and pedestrian transportation systems for each of our public safety operations, residents, businesses and visitors.

One of the major goals of the Highway Division is to provide a successful, cost-efficient and timely snow and ice operations program. To achieve this goal, we execute a well coordinated effort to salt and plow our public ways together with providing high levels of efficient equipment repair/maintenance that allows the DPW to execute this task. We also plow and salt town-owned public buildings/facilities, including the elementary and middle schools. Our talented DPW snow and ice fighting crews are strategically coordinated and supervised during each storm event to result in high levels of efficiency, reduced costs and top-performing results to ensure that all public roads and sidewalks are safe, reliable and convenient for travel during the winter months.

Another goal of this Division is our progressive roads and sidewalks program whereas the Highway Division and the Engineering Division work closely to determine, develop and execute a unique program whereas portions of the work is completed using DPW labor, equipment, and materials and other elements are performed utilizing contractors procured by way of competitive bidding. This program includes: overlays, cold planning, reclamation, crack sealing, drainage, catch basin/manhole cleaning, and street sweeping. In each case, we act as General Contractor which results in cost-effective and high quality end product.

This Division also works closely with the Buildings & Grounds Division to work together on an annual basis to provide leaf composting and brush chipping programs for our residents. These programs are very popular and meaningful for our residents and the materials generated from this program are processed by the DPW and used on soccer fields, baseball fields, and numerous town-wide DPW projects.

Garage operations are also included under this group and are responsible for the everyday operation and maintenance of the Adams Roads DPW Facilities as well as the maintenance of efficient utilities and safe garage operations. The utilities include HVAC, mechanical, plumbing, electrical, water, sewer, fuel, telephone, and 2-way radios. The street light utility is also included in the Highway Division, and includes the expense for all public street lights as well as protective lighting at town-owned intersections and other high hazard areas.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Public Works	FUNCTION Highway Division	FUNCTION CODE 01-422
DEPARTMENT HEAD John Woodsmall	PREPARED BY John Woodsmall	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
83,554	87,237	91,423	79,218	58,781	5111	Supervisor	79,800	79,800
373,932	395,756	390,120	382,826	373,890	5116	Labor	396,735	396,735
5,220	5,320	4,560	6,400	6,400	5118	Seasonal Labor	7,040	7,040
8,343	8,366	12,328	15,000	18,000	5132	Overtime	18,000	18,000
3,244	9,754	8,661	10,000	10,000	5140	Police Details	10,000	10,000
112	122	221	250	250	5142	Out of Class	250	250
5,400	5,400	4,500	5,400	5,400	5143	Incentive Pay/Bonus	6,300	6,300
479,805	511,955	511,813	499,094	472,721		*Total Salary & Wages*	518,125	518,125
9	9	9	9	9		# Personnel F/T	9	9
0	0	0	0	0		# Personnel P/T	0	0
1	1	1	1	1		# Personnel Seasonal	1	1
108,000	108,142	108,000	110,000	110,000	5211	Light Power/Street Lights	110,000	110,000
2,350	7,825	8,086	6,000	9,000	5271	Leased Equipment	6,000	6,000
3,558	3,185	3,302	3,500	3,500	5340	Pagers/Cell Phones	3,500	3,500
13,694	10,663	5,968	6,334	7,000	5410	Petro Products	7,800	7,800
19,982	12,796	13,206	13,534	14,100	5411	Diesel Fuel	14,800	14,800
63,757	79,305	62,107	75,000	70,000	5480	Vehicle Maintenance	70,000	70,000
6,449	4,198	6,351	7,000	7,000	5531	Stock	7,000	7,000
2,104	2,098	3,989	2,000	4,000	5532	Tools	4,000	4,000
19,712	22,800	18,585	25,000	25,000	5537	Miscellaneous Drainage	25,000	25,000
21,055	22,985	22,269	32,000	24,000	5538	Road/Patch	25,000	25,000
6,368	3,549	5,368	6,000	10,000	5541	Street Sweeper	20,000	20,000
2,344	2,171	2,189	3,000	2,300	5581	Uniforms	3,000	3,000
3,578	4,108	4,846	3,500	4,800	5584	Safety Wear	4,700	4,700
1,445	2,285	1,616	3,000	3,000	5783	Licenses	3,000	3,000
0	0	35,223	65,000	50,000	5788	Line Painting	55,000	55,000
10,428	11,902	5,028	10,000	15,000	5789	Signs	12,000	12,000
528,594	536,874	471,051	500,000	510,000	5890	Snow Removal	500,000	500,000
813,418	834,886	777,184	870,868	868,700		*Total Expenses*	870,800	870,800
1,293,223	1,346,841	1,288,997	1,369,962	1,341,421		*Total Budget*	1,388,925	1,388,925

Mechanics Division

The Mechanics Division maintains a town wide equipment inventory and provides scheduled, routine, specialized and emergency mechanical services for over one hundred and twenty (120) pieces of Town-owned heavy equipment, vehicles and construction-related equipment (except for the public schools). The ownership of these pieces of equipment is distributed as follows: DPW (70), Police/Fire Department (30) and Other Departments (20). This group also services the water and sewer pumping stations, generators and fuel storage tanks to assure that all equipment is ready, reliable and safe for day-to-day and emergency-related use.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Public Works	FUNCTION Mechanics Division	FUNCTION CODE 01-423
DEPARTMENT HEAD John Woodsmall	PREPARED BY John Woodsmall	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
168,194	171,156	175,721	186,526	186,000	Salary & Wages	188,942	188,942
18,146	18,196	15,406	18,840	18,010	Operating Expense	18,450	18,450
186,340	189,352	191,127	205,366	204,010	*Total Budget*	207,392	207,392
17,000	17,000	17,000	14,000	14,000	Indirects Included:		
40,000	40,000	40,000	35,000	35,000	HMLD Charge	14,000	14,000
57,000	57,000	57,000	49,000	49,000	Water Sewer Enterprise	35,000	35,000
					Indirects	49,000	49,000

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
163,824	167,917	172,750	182,301	182,075	5116	Equipment Mechanics	185,017	185,017
1,483	366	4	1,300	1,000	5132	Overtime	1,000	1,000
187	173	267	225	225	5142	Working Out of Class	225	225
2,700	2,700	2,700	2,700	2,700	5143	Incentive Plan	2,700	2,700
168,194	171,156	175,721	186,526	186,000		*Total Salary & Wages*	188,942	188,942
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
899	990	1,199	1,200	1,200	5340	Pagers/Cell Phones	1,200	1,200
2,156	1,780	982	1,530	1,100	5410	Petro Products	1,200	1,200
971	471	387	810	710	5411	Diesel	750	750
2,270	1,953	3,709	3,000	3,000	5480	Vehicle Maintenance	3,000	3,000
8,021	9,210	5,662	8,000	8,000	5532	Mechanic Tools	8,000	8,000
1,803	1,407	1,510	1,800	1,500	5581	Uniforms	1,800	1,800
1,322	1,260	1,171	1,200	1,200	5584	Safety Wear	1,200	1,200
704	1,125	786	1,300	1,300	5783	Licenses	1,300	1,300
18,146	18,196	15,406	18,840	18,010		*Total Expenses*	18,450	18,450
186,340	189,352	191,127	205,366	204,010		*Total Budget*	207,392	207,392

Buildings & Grounds

The Buildings & Grounds Division is responsible to provide safe and usable recreational and one hundred and forty (140) acres of open area assets for our residents. Our town-owned assets include twelve (12) town-owned buildings, seven (7) parks, eight (8) sports fields, four (4) indoor facilities, two (2) pools, one (1) beach, three (3) playground areas, three (3) outdoor courts, and over ten (10) miles of nature trails. This Division also provides field maintenance, litter control/management and snow and ice removal/maintenance. This Division is also responsible for the operation, maintenance and/or custodial duties associated with the following buildings or areas: Town Hall, Starbard, Damon, Hendricks, Senior Center, Recreation, Gale Free Library, Adams Road DPW Facility, Spring Street Water & Sewer Facility, Public Safety Building, Dawson Pool, Eagle Lake, and Trout Brook.

Cemetery operations play a critical role in this Division whereas we care for fifty (50) acres of the Grove Cemetery, four (4) acres of the Main Street historical cemetery, and the continued maintenance of the expanded (but unused) area of the Grove Cemetery. Day-to-day duties include grounds maintenance, landscaping, grave layout, opening and closing of graves, setting of markers, and financial and health department record keeping.

DEPARTMENT Public Works	FUNCTION Buildings/Grounds	FUNCTION CODE 01-471
DEPARTMENT HEAD John Woodsmall	PREPARED BY John Woodsmall	

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
414,063	406,807	387,892	428,844	417,201	Salary & Wages	430,596	435,596
271,782	265,003	244,870	305,628	322,600	Operating Expense	350,700	345,700
685,845	671,810	632,762	734,472	739,801	*Total Budget*	781,296	781,296
25,000	25,000	25,000	28,000	28,000	Indirects Included:		
25,000	25,000	25,000	28,000	28,000	4271 Recreation charges	28,000	28,000
					Indirects	28,000	28,000

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
353,668	353,658	331,411	371,444	359,251	5116	Labor	377,646	377,646
9,968	15,891	16,506	21,000	21,000	5118	Seasonal Labor	21,000	21,000
20,148	4,000	5,000	5,000	5,000	5119	PT Temp Facility Manager	0	5,000
25,027	28,054	31,187	25,000	28,000	5132	Overtime	28,000	28,000
152	104	188	500	350	5142	Out of Class	350	350
5,100	5,100	3,600	5,900	3,600	5143	Incentive Plan	3,600	3,600
414,063	406,807	387,892	428,844	417,201		*Total Salary & Wages*	430,596	435,596
8	8	8	8	8		# Personnel F/T	8	8
1	1	1	0	0		# Personnel P/T Temporary	0	0
3	3	3	3	3		# Seasonal	3	3
26,833	28,004	25,772	28,500	28,500	5212	Utilities	28,500	28,500
24,745	27,438	17,344	26,000	26,000	5214	Fuel	26,000	26,000
19,646	12,111	11,380	19,000	15,000	5231	Water/Sewer	16,000	16,000
2,288	1,978	3,865	4,000	3,000	5242	Equipment Repair	3,000	3,000
7,056	7,280	7,931	8,000	8,500	5247	Elevator Maintenance	9,000	9,000
11,548	5,986	7,828	7,000	7,000	5249	Alarm Monitor	9,000	9,000
2,731	2,875	2,827	3,700	3,000	5340	Pagers/Cell Phone	3,000	3,000
33,010	33,790	32,641	35,000	35,000	5341	Telephone	35,000	35,000
11,247	8,096	4,924	4,314	5,900	5410	Petro Products	6,600	6,600
13,807	11,933	5,209	6,114	8,200	5411	Diesel Fuel	8,600	8,600
616	716	609	650	650	5421	Office Supplies	650	650
37,324	47,712	46,790	83,500	97,000	5430	Building Maintenance	45,000	45,000
12,743	12,033	14,065	13,000	13,000	5450	Building Supplies	13,000	13,000
19,657	27,859	30,265	22,000	22,000	5460	Parks Maintenance	35,000	30,000
11,420	8,472	4,760	12,000	12,000	5462	Grave Maintenance	12,000	12,000
26,214	20,318	17,422	20,000	25,000	5480	Vehicle Maintenance	20,000	20,000
3,469	1,370	2,394	3,500	3,500	5532	Tools	3,500	3,500
2,655	2,292	1,874	3,000	3,000	5581	Uniforms	3,500	3,500
3,473	3,107	5,193	3,500	3,500	5584	Safety Wear	5,000	5,000
100	100	100	350	350	5731	Association Dues	350	350
1,200	1,533	1,677	2,500	2,500	5783	Licenses	2,500	2,500
0	0	0	0	0	N	Contracted Services	65,500	65,500
271,782	265,003	244,870	305,628	322,600		*Total Expenses*	350,700	345,700
685,845	671,810	632,762	734,472	739,801		*Total Budget*	781,296	781,296

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Public Works	FUNCTION Garage Division	FUNCTION CODE 01-422
DEPARTMENT HEAD John Woodsmall	PREPARED BY John Woodsmall	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
10,847	11,296	9,558	11,200	11,000	5212 Utilities	11,000	11,000
13,657	15,269	9,070	14,000	14,000	5214 Fuel / Natural Gas	14,000	14,000
1,869	1,659	1,505	2,000	1,700	5231 Water & Sewer	1,800	1,800
1,790	1,817	1,919	2,000	2,000	5342 Radio Lines	2,000	2,000
14,628	14,854	21,757	12,000	14,000	5430 Building Maintenance	15,000	15,000
0	0	0	0	6,400	N Utilities 18 Industrial	18,000	12,000
0	0	0	0	8,500	N Fuel 18 Industrial	45,000	30,000
0	0	0	0	2,500	N Water Sewer 18 Industri	7,500	7,500
0	0	0	0	1,000	N Building Maint 18 Industri	5,000	0
42,791	44,895	43,809	41,200	61,100	*Total Expenses*	119,300	93,300
42,791	44,895	43,809	41,200	61,100	*Total Budget*	119,300	93,300

TOWN OF HOLDEN

FY 2018 BUDGET

	Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Request FY 2018	Manager FY 2018
OTHER FUNDS							
Water/Sewer Enterprise Fund	5,704,740	6,046,327	6,338,815	7,407,864	6,671,647	7,986,037	7,986,037
Solid Waste Enterprise Fund	1,084,822	1,119,584	1,089,343	1,212,967	1,214,167	1,290,618	1,290,618
Inspection Revolving Fund	222,402	223,453	235,220	246,219	247,419	285,258	255,258
Cable Revolving Fund	269,279	220,403	274,239	338,217	331,082	432,332	432,332
Recreation Revolving Fund	308,868	445,060	356,725	379,754	357,336	391,096	391,096
Before/After School Revolving Fund	282,656	296,037	309,575	332,094	315,836	323,907	323,907
General Stabilization Fund	1,458,930	2,168,247	2,718,207	3,154,318	3,216,167	3,966,167	3,966,167
Water/Sewer Stabilization Fund	106,413	176,087	182,551	178,260	181,641	181,641	181,641
Fire Vehicle Stabilization Fund	414,900	573,395	597,862	35,644	46,034	266,034	266,034
Open Space Stabilization	0	0	0	50,000	51,150	101,150	101,150
Dispatch Infrastructure Stabilization	0	0	0	5,000	5,115	21,115	21,115
DPW Depreciation Fund	511,390	619,741	455,323	225,798	231,736	281,736	281,736
Infrastructure Investment Fund	1,454,821	1,333,961	1,346,167	1,333,721	1,344,766	1,344,766	1,344,766
Other Post Employment Benefits TF	780,248	894,015	1,471,687	2,035,545	2,035,545	2,615,365	2,615,365
TOTAL	12,599,469	14,116,310	15,375,714	16,935,401	16,249,641	19,487,222	19,457,222

WATER & SEWER ENTERPRISE FUND**MISSION STATEMENT**

"The principal mission and focus of the Holden Department of Public Works- Water & Sewer Division is to enhance the quality of life for all residents, businesses and visitors of Holden through responsible and sound management, innovation, teamwork and vision, and to provide dependable, high quality, responsive public works water and sewer services at reasonable costs".

The Department of Public Works – Water & Sewer Division provides for the complete administration, operations, and engineering for water supply, water distribution, sewer collection systems, sewer treatment, customer service, billing, capital planning and improvements, and program management. The essential functions of this Division include administration, engineering, water distribution, water supply, sewer collection, and customer service.

The Water & Sewer Division consists of a talented group of nine (9) professionals including the Water & Sewer Superintendent, Water & Sewer Foreman, two (2) Water Operators IV, three (3) Water Operators III, and two (2) Water Operators I. Additionally the DPW Administration and Engineering Divisions, consisting of the Director, Senior Civil Engineer, Civil Engineer II, Office Manager, and Senior DPW Clerk share responsibilities with the Water & Sewer Division.

Administration

The Water & Sewer Division provides ongoing everyday operations, planning, regulatory direction and support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director and Water & Sewer Superintendent meet with key staff on a daily basis where projects and accomplishments are reviewed, along with project and operational costs associated with accomplishing other departmental goals. The Water & Sewer Superintendent provides overall administration, supervision, and direction for all Water & Sewer Division operations and activities. The Office Manager and Senior DPW Clerk provide administrative assistant services for the Director, Water & Sewer Superintendent, Senior Civil Engineer, and Civil Engineer II. The Water & Sewer Superintendent and the Senior DPW Clerk are funded fully by the Water & Sewer Enterprise Fund. The Director, Senior Civil Engineer, Civil Engineer II, and Office Manager are fully funded by the General Fund.

The preparation of specifications and the administration of bid solicitations and quotations for procurement are also managed under administration, as well as all Massachusetts Department of Environmental Protection (MassDEP) and/or United States Environmental Protection Agency (USEPA) reporting requirements. Under the direction of the Water & Sewer Superintendent, the Senior DPW Clerk processes all reports related to water sampling, collection, testing and production for submission to MassDEP, USEPA and/or other regulatory agencies. All division payroll, personnel forms, and accounts are processed through the DPW Office Manager. All monthly invoices and payment receipts to customers for water and sewer related functions are issued and managed by the Holden Municipal Light Department.

WATER & SEWER ENTERPRISE FUND***Engineering***

Engineering manages and provides technical services, field inspections, and program management for various water and sewer programs.

Water Distribution

The Division strives to maintain existing water mains, valves, hydrants, storage reservoirs in an acceptable and safe condition, and to identify and repair water main, hydrant, and service leaks. The Division performs planning, everyday operations and maintenance, undertakes major capital improvement projects such as well redevelopment, hydrant flushing, cleaning and/or replacing water mains, tank rehabilitation, etc. There are approximately one hundred and eight (108) miles of water main throughout the Town.

Water Supply

The Division provides reliable, clean and healthy water that meets or exceeds all state and federal regulations for each of our valued customers. High quality water is achieved from our town-owned and purchased water sources by providing high levels of maintenance and operations at each of our treatment and pumping facilities. In FY 2016, a total of approximately 475 million gallons of water was produced and/or purchased (sixty-two (62) percent produced and thirty-eight (38) percent purchased), all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden's four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

Sewer Collection Systems

There are approximately seventy-eight (78) miles of sanitary sewer mains through the Town of Holden, consisting of gravity and force mains, and the Rutland-Holden Trunk and Relief Sewers (RHTRS). The sewer collection systems consist of various size pipelines constructed of materials such as PVC, asbestos concrete, and concrete, and twenty-seven (27) sewer pumping stations that are operated and maintained twenty-four hours a day, seven days a week. Our sewer collection system operations includes routine cleaning, pumping and scheduled preventive maintenance. Our staff also documents operating records for each of our stations on a daily basis.

WATER & SEWER ENTERPRISE FUND***Sewage Treatment***

The Town of Holden does not treat its own sewage. All wastewater is transported through the Massachusetts Department of Conservation and Recreation (DCR) RHTRS into the City of Worcester, measured via the Parker Avenue sewer flow meter and the DCR Station C Meter, and eventually discharged to the Upper Blackstone Water Pollution Abatement District (UBWPAD) treatment facility located in Millbury, Massachusetts. The Town of Holden makes annual payments to DCR for the use of the RHTRS, the City of Worcester for the use of their sewer collection system, and the UBWPAD for the final treatment of the Town's wastewater. The sum of these payments constitutes the majority of the Town's fixed-expense line items in the sewer budget.

Customer Service

Customer service is provided by our administration, engineering, and field staff with the goal of providing outstanding water and sewer services to all water and sewer customers. To support this goal, water services and meters are installed and serviced for all customers, with a sufficient inventory of spare parts to accommodate the most common emergency-related repairs.

Billing

The Holden Municipal Light Department (HMLD) provides billing services for the Water & Sewer Division using remote mobile devices to read, manage, and perform water meter readings each month to produce the monthly water and sewer bills. There are also twenty-four (24) meters that are manually read each month by the Water & Sewer Division. Over 70,000 water and sewer bills (and payment receipts) are processed each year by the HMLD. To provide cost-savings and efficiencies, the monthly billing function has been integrated into one comprehensive utility bill to include water, sewer, electric, and trash collection. There are approximately 5,800 water customer accounts and 4,500 sewer customer accounts.

Summary

The Holden Department of Public Works Water & Sewer Division is comprised of a hard working group of professionals whose combined efforts, initiative and dedication result in the highest level of reasonable, cost-effective, and timely services to Holden's residents, businesses, and visitors under the most challenging conditions, twenty-four hours a day, seven days a week.

DEPARTMENT Public Works	FUNCTION Water/Sewer Enterprise	FUNCTION CODE 60-450
DEPARTMENT HEAD John Woodsmall	PREPARED BY John Woodsmall	

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Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION Description	Request FY 2018	Manager FY 2017
509,488	547,819	597,738	638,542	586,248	Salary & Wages	628,354	628,354
4,690,219	5,092,502	5,380,165	6,604,322	5,920,399	Operating Expenses	6,762,683	6,762,683
505,033	406,006	360,912	165,000	165,000	Capital Outlay	595,000	595,000
5,704,740	6,046,327	6,338,815	7,407,864	6,671,647	Total Budget	7,986,037	7,986,037

					FINANCING PLAN			
5,566,695	5,621,966	5,809,506	5,500,000	6,000,000	4210	Water Rates	5,700,000	5,700,000
0	0	0	100,000	0	4210	Water Rate Increase	0	0
0	0	0	100,000	0	4210	Sewer Rate Increase	0	0
9,183	20,552	24,286	15,000	22,000	4220	Water Miscellaneous	20,000	20,000
362,000	92,500	145,053	55,000	90,000	4221	Water Connections	65,000	65,000
187,552	145,227	164,913	150,000	148,000	4222	Tower Rental	161,000	161,000
0	0	0	46,000	46,000	4223	Sprinkler Charges	46,000	46,000
750	840	1,140	900	900	4227	Septage UBWPAD	900	900
0	2,301	0	3,000	1,000	4280	Interest	3,000	3,000
5,619	5,463	7,852	3,000	1,000	4320	Liens	3,000	3,000
171,449	67,861	111,824	50,000	80,000	4321	Sewer Insp/Entrance Fees	60,000	60,000
360,527	347,093	349,186	255,000	255,000	4751	Sewer Project Assessment	250,000	250,000
0	0	2,183	0	0	4595	Jan '15 FEMA	0	0
0	8,460	0	0	7,579	4850	W/S Worker Comp. Reimb.	0	0
0	92,936	212,563	0	0	4921	Bond Premium	0	0
6,663,775	6,405,199	6,828,506	6,277,900	6,651,479		TOTAL REVENUE	6,308,900	6,308,900
330,164	680,000	1,170,005	1,154,560	1,154,560		FREE CASH - CURRENT YEAR	1,689,000	1,689,000
5,704,740	6,046,327	6,338,815	7,407,864	6,671,647		TOTAL EXPENDITURES	7,986,037	7,986,037
1,289,199	1,038,872	1,659,696	24,596	1,134,392		CURRENT YEAR BUDGET SURPLUS	11,863	11,863
12,019	48,428	25,669	0	0		PRIOR YEAR UNSPENT ENCUMBRANCE	0	0
-680,000	-1,170,005	-1,154,560	-1,689,000	-1,689,000		FREE CASH - NEXT YEAR	0	0
1,394,117	2,015,335	1,932,630	2,463,435	2,463,435		PRIOR YEAR BALANCE	1,908,827	1,908,827
2,015,335	1,932,630	2,463,435	799,031	1,908,827		BALANCE	1,920,690	1,920,690

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
84,256	84,563	88,727	90,416	72,254	5110	Superintendent	81,479	81,479
36,650	37,563	38,985	39,230	30,728	5112	Clerical	35,217	35,217
305,376	319,380	377,330	404,146	386,356	5116	Labor	408,668	408,668
48,724	46,897	49,364	55,000	50,000	5131	Standby	52,000	52,000
25,260	46,673	29,809	30,000	32,000	5132	Overtime	33,000	33,000
6,128	5,220	5,513	7,500	6,000	5140	Police Detail	6,000	6,000
394	200	296	450	450	5142	Work/Out of Class	450	450
2,700	3,600	3,600	5,400	4,500	5143	Incentive Plan	4,500	4,500
0	0	0	0	0	5150	Wage Adjustment	0	0
0	3,723	4,114	6,400	3,960		Seasonal Laborer	7,040	7,040
509,488	547,819	597,738	638,542	586,248		*Total Salary & Wages	628,354	628,354
10	10	10	10	10		# Personnel F/T	10	10
0	0	0	0	0		# Personnel P/T	0	0
6,556	7,719	8,521	9,000	9,000	5173	Medicare	9,000	9,000
323	333	367	420	420	5174	Life Insurance	420	420
43,817	37,574	56,363	80,000	80,000	5175	Health Insurance	128,000	128,000
73,048	83,475	86,550	93,494	93,494	5177	Retirement	97,563	97,563
175,933	180,052	167,985	175,000	175,000	5211	Light and Power	175,000	175,000
7,474	5,112	3,294	6,000	5,000	5214	Fuel	6,000	6,000
45,533	46,593	76,008	25,000	50,000	5246	Pump Station Water Maintenance	55,000	55,000
26,301	56,937	54,354	45,000	45,000	5247	Pump Station Sewer Maintenance	45,000	45,000
4,436	6,777	1,542	8,000	6,000	5248	Generator Maintenance	8,000	8,000
7,745	5,927	7,712	6,000	6,000	5249	Sewer Incremental O&M	6,000	6,000
66,146	68,977	51,014	65,000	60,000	5251	Water Incremental O&M	60,000	60,000
24,750	28,450	12,186	25,000	25,000	5291	Hydrant Replacement	25,000	25,000
114,285	225,569	302,739	400,000	300,000	5300	Legal Services	450,000	450,000
47,609	45,961	65,783	100,000	40,000	5303	Consulting Services	125,000	125,000
15	0	512	1,500	500	5304	Physicals	1,000	1,000
3,857	4,181	4,217	4,400	3,962	5316	SDWA Assessment	4,400	4,400
1,089,389	1,154,743	1,093,342	1,375,000	1,310,000	5317	DCR Disposal	1,400,000	1,400,000
702,212	729,373	765,584	825,000	821,992	5318	UBWPAB-Assessment	805,000	805,000
50,689	87,127	75,884	100,000	90,000	5319	*MWRA-Maintenance	100,000	100,000
35,000	26,000	30,000	32,000	25,000	5320	West Boylston Woodland PS IMA	25,000	25,000
2,752	4,157	4,454	4,500	4,500	5340	Pager/Cell Phone	4,500	4,500

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2017
27,032	28,733	30,030	24,000	24,000	5342	Radio Lines	24,000	24,000
527,407	692,921	795,306	750,000	825,000	5381	Worcester Water	775,000	775,000
20,148	15,612	11,451	18,000	12,100	5410	Petro Products	13,500	13,500
7,242	7,408	3,752	8,100	6,000	5411	Diesel Fuel	6,200	6,200
3,861	9,757	7,637	4,000	5,500	5421	Office Supplies	7,000	7,000
3,850	7,689	0	0	0	5430	Building Operations	0	0
16,995	9,282	10,162	7,000	7,000	5440	Property Maintenance	7,000	7,000
16,193	14,091	18,505	17,000	17,000	5480	Vehicle Maintenance	15,000	15,000
13,488	17,887	23,845	25,000	25,000	5531	Stock	25,000	25,000
9,025	8,156	7,940	7,000	7,000	5532	Tools	7,000	7,000
90,070	73,877	69,626	95,000	85,000	5535	Chemicals	90,000	90,000
5,639	10,323	5,502	8,000	8,000	5538	Misc Patch	8,000	8,000
21,208	30,794	47,173	35,000	40,000	5539	New Meters/Repairs	40,000	40,000
44,903	44,903	44,903	45,000	45,000	5580	Billing Expenses	45,000	45,000
1,394	1,404	1,478	1,800	1,800	5581	Uniforms	2,500	2,500
3,403	4,578	4,933	3,500	3,500	5584	Safety Wear	4,000	4,000
26,567	29,078	29,034	33,000	33,859	5741	Insurances	37,000	37,000
11,866	9,435	17,104	12,000	13,000	5783	Licenses and Training	15,000	15,000
1,199,808	1,129,787	1,266,118	1,571,048	1,486,212	5910	Debt	1,537,600	1,537,600
5,000	5,000	5,000	8,000	8,000	5961	Indirect Manager	8,000	8,000
12,750	12,750	12,750	13,500	13,500	5961	Indirect Collections	13,500	13,500
7,000	7,000	7,000	8,500	8,500	5961	Indirect Accounting	8,500	8,500
40,000	40,000	40,000	35,000	35,000	5961	Indirect Mechanics	35,000	35,000
10,000	10,000	10,000	15,000	15,000	5961	Indirect IT	15,000	15,000
505,033	406,006	360,912	165,000	165,000	5810	Capital Outlay	595,000	595,000
0	0	0	435,000	0	5781	Emergency Reserve (O&M Reserve)	450,000	450,000
0	67,000	0	0	0	A	Transfer to W&S Stabilization	0	0
37,500	0	42,505	44,560	44,560	A	Transfer to W&S OPEB	44,000	44,000
5,195,252	5,498,508	5,741,077	6,769,322	6,085,399		*Total Expenses	7,357,683	7,357,683
5,704,740	6,046,327	6,338,815	7,407,864	6,671,647		*Total Budget	7,986,037	7,986,037

SOLID WASTE ENTERPRISE FUND

RESIDENTIAL TRASH AND RECYCLING PROGRAM

The Town of Holden operates a curbside recycling and trash collection program for single family residences and apartment buildings with fewer than four residential units. Currently, 5690 residences have subscribed for this service. For a monthly fee, residential trash is collected curbside on a weekly basis and recyclable materials are collect curbside bi-weekly. The program provides each residence with a blue trash cart (either 65 or 35 gallons) and a green recycling cart (either 95 or 35 gallons). All the carts are equipped with wheels and securely fitting lids. The current fee for this service is \$17.25 for Plan A (65gal. trash/95 gal. recycling) or \$12.00 for Plan B (35gal. trash/35 gal. recycling). There are 5100 residences subscribing to Plan A, and there are 580 residences on Plan B. Residents who might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase blue 35 gallon overflow trash bags for \$1.25 per bag. Large burnable bulk items are collected bi-weekly by appointment for \$25.00 per item. Recyclable items are placed in the green recycling cart and need not be sorted. .

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under long term contract to the town for this service. The current five year contract with Casella expires at the end of FY2017 and a five year renewal is being negotiated for FY2018. The FY 2018 costs for recycling and solid waste collection are expected to increase 3% to \$60,481.60 per month for the year

Casella processes the recyclable materials at the Singe Stream Recycling Facility in Auburn, MA. This facility was a first of its kind recyclable materials sorting facility. In 2014-2015 the recycling market dramatically changed, resulting in a national decrease in the aggregate resale value. This decrease in value was a result of changing regulations and a surplus of materials following the increasing trend of curbside collection and has resulted in a per ton cost to dispose of recycling. Last year, Holden residents recycled an average of 1,800 tons annually.

Residential waste is taken to the Wheelabrator incineration facility in Millbury, MA. The Town of Holden with the City of Worcester and several other central Massachusetts communities worked together with Waste Management in 1983 to build a municipal solid waste facility to incinerate trash and generate electricity. Prior to that agreement ending in 2007, 47 central Massachusetts communities worked with Wheelabrator to negotiate the renewal of that contract. This past year the Wheelabrator facility was sold to another company that specializes in waste to energy facilities. The new entity, Wheelabrator Technologies Inc. in negotiations with the 47 CMRRC communities agreed to lower the current tipping fee from \$75.66 to 64.00 per ton, with a modest increase to \$66.00

RESIDENTIAL TRASH AND RECYCLING PROGRAM

in July 2016. Under the existing contract the set fee will be recalculated in FY2018 based upon a formula utilizing the Consumer Pricing Index for the month of March, a modest increase to the tipping fee is expected. The Town of Holden delivered approximately 4700 tons of residential trash to Wheelabrator in 2016.

The Department of Planning and Development provides program administration and coordinates the necessary efforts between the Holden Municipal Light Department which bills residents for the service, and the Department of Public Works whose personnel assist with the distribution and maintenance of the trash and recycling carts. Public Works also operates the yard waste and composting facility at the former municipal landfill on River Road which is a service available to all residents of Holden. In addition to administration, staff connected to Planning and Development create and provide information to residents about the Recycling and Trash Program, develop calendars and other mailings sent to residents to encourage recycling. Much of this material is sent to residents in the monthly utility billing.

DEPARTMENT Solid Waste Enterprise Fund	FUNCTION Collection/Disposal	FUNCTION CODE 68 Fund
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela A. Harding	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
34,070	31,371	25,797	48,586	48,586	Salary & Wages	50,296	50,296
1,050,752	1,088,213	1,063,546	1,164,381	1,165,581	Operating Expense	1,240,322	1,240,322
1,084,822	1,119,584	1,089,343	1,212,967	1,214,167	Total Budget	1,290,618	1,290,618

FINANCING PLAN								
1,113,369	1,112,086	1,135,298	1,126,867	1,126,867	4210	User Fees	1,128,000	1,128,000
						Rate Increase	171,000	171,000
14,413	16,688	15,694	14,000	17,025	4220	Misc/Trash Bags	16,000	16,000
1,825	2,200	2,950	1,500	1,500	4240	Large Item Sticker Fee	0	0
1,477	1,627	1,788	600	681	4280	Interest	600	600
1,264	998	1,036	0	36	4320	Liens	0	0
1,132,348	1,133,599	1,156,766	1,142,967	1,146,109		TOTAL REVENUE	1,315,600	1,315,600
91,819	30,000	30,000	70,000	70,000		FREE CASH CURRENT YEAR	0	0
1,084,822	1,119,584	1,089,343	1,212,967	1,214,167		TOTAL EXPENDITURES	1,290,618	1,290,618
139,345	44,015	97,423	0	1,942		CURRENT YEAR BUDGET SURPLUS	24,982	24,982
0	0	0	0	0		PY UNSPENT ENCUMBRANCES	0	0
-30,000	-30,000	-70,000	0	0		FREE CASH USE - NEXT YEAR	0	0
125,699	235,044	249,059	276,482	276,482		PRIOR YEAR BALANCE	278,424	278,424
235,044	249,059	276,482	276,482	278,424		BALANCE	303,406	303,406

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
12,800	10,360	2,869	22,311	22,311	5110 Dir of Planning and Development	22,968	22,968
4,000	4,161	6,373	4,275	4,275	5112 Clerical	4,328	4,328
17,270	16,850	16,555	22,000	22,000	5119 Compost Operation	23,000	23,000
34,070	31,371	25,797	48,586	48,586	*Total Salary & Wages*	50,296	50,296
4	2	2	2	2	# Personnel F/T (shared)	2	2
0	0	0	0	0	# Personnel P/T (shared)	0	0
197	201	256	300	300	5173 Medicare	450	450
10	9	9	23	23	5174 Life Insurance	150	150
1,840	1,907	3,428	7,300	7,300	5175 Health Insurance	7,300	7,300
2,715	3,150	3,400	4,500	4,500	5177 Retirement	5,000	5,000
19,200	19,200	20,832	19,200	20,400	5245 Toter Storage	0	0
322,524	291,746	311,888	376,200	376,200	5250 Disposal Fees	385,000	385,000
3,386	26,725	9,866	3,000	3,000	5251 Toters/Overflow Bags	5,000	5,000
430,181	474,574	456,084	475,108	475,108	5252 Solid Waste Collection	527,916	527,916
238,897	240,759	228,036	242,000	242,000	5253 Recycling	271,956	271,956
3,315	740	740	3,000	3,000	5299 Recycling Program	3,000	3,000
0	166	0	400	400	5303 Consulting Services	400	400
0	0	0	500	500	5343 Postage	500	500
0	100	97	1,200	1,200	5421 Office Supplies	1,200	1,200
16,487	16,686	16,910	18,000	18,000	5580 Billing Expense	18,800	18,800
0	0	0	500	500	5582 Non Capital Equipment	500	500
0	250	0	250	250	5711 Mileage Reimbursement	250	250
0	0	0	250	250	5731 Association Dues	250	250
0	0	0	150	150	5733 Expense of Meetings	150	150
0	0	0	500	500	5741 Insurance/Bad Debt	500	500
9,000	9,000	9,000	9,000	9,000	Indirect Collections	9,000	9,000
3,000	3,000	3,000	3,000	3,000	Indirect Accounting	3,000	3,000
1,050,752	1,088,213	1,063,546	1,164,381	1,165,581	*Total Expenses*	1,240,322	1,240,322
1,084,822	1,119,584	1,089,343	1,212,967	1,214,167	*Total Budget*	1,290,618	1,290,618

INSPECTION REVOLVING FUND

INSPECTIONS

The Inspections Division is charged with the enforcement of the State Building codes for all structures built or renovated in the Town of Holden. Currently there are 8422 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on approximately 7,000 of these parcels. The structures range in complexity from basic storage structures all the way through to the Wachusett Regional High School which, at 400,000 square feet, is the largest building in the town. There are approximately 6700 residential structures spread across the Town's 120 miles of public roads. The Inspections Division receives about 1600 applications per year for building, mechanical, wiring, plumbing, and gas fitting work. The department schedules and conducts approximately 2400 inspections annually for this work. In addition to the inspections, all the plans, applications, dates of inspection, and other records for the work performed are required to be kept for the life of the building as by the stipulated the Commonwealth of Massachusetts Secretary of State.

Massachusetts has adopted the 2009 International Building Code (IBC) as promulgated by the International Code Council (ICC) with Massachusetts amendments as the State Building Code. Currently the State is using the 2009 IBC as the base code and has adopted the 2009 International Residential code for one and two family construction. The adoption of these codes and the requirements for continuing education for all inspectional staff requires the department to make a substantial commitment to educational materials, code books, and training.

The Inspections Division also conducts annual inspections of restaurants, schools, multi-family residential buildings, daycare centers, churches, and all public buildings intended for assembly. There are 132 buildings required to meet the State regulations for annual inspection of life safety systems, occupant loads, and emergency egress. Inspections for any establishment serving liquor require joint inspection with the Fire Service prior to the issuance of any liquor license. There are 8 such establishments in Holden. The Inspections Division also conducts regular inspections of all businesses that apply for a Common Victualer License prior to the issuance of these licenses by the Board of Selectmen.

Given the residential character of the Town, a significant amount of time is spent by department staff and inspectors working with residents and developers on various building projects. The department has a full time Building Commissioner who also serves as the Zoning Enforcement Officer, one part-time building inspector, one part-time wiring inspector, and one part-time plumbing and gas inspector, and administrative staff shared with Planning and Development. The Inspections Division permits about \$31,139,000 in work annually and raises approximately \$200,000 in fees. The Inspectional Services Division has not raised its fees since 1999.

DEPARTMENT Inspection Revolving Fund	FUNCTION Inspection Services	FUNCTION CODE 27 Fund
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela A. Harding	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
153,264	156,579	164,836	152,669	152,669	Salary & Wages	159,018	159,018
69,138	66,874	70,384	93,550	94,750	Operating Expense	126,240	96,240
222,402	223,453	235,220	246,219	247,419	Total Budget	285,258	255,258

FINANCING PLAN								
39,335	30,620	30,348	30,000	30,000	4420	Wire Fees	30,000	30,000
56,150	61,040	56,297	42,500	45,000	4421	Plumbing/Gas Fees	45,000	45,000
166,426	104,040	122,220	110,000	110,000	4422	Building Fees	110,000	110,000
						Fee Increase	27,750	27,750
18	382	0	0	0	4840	Miscellaneous	0	0
261,929	196,082	208,865	182,500	185,000		TOTAL REVENUE	212,750	212,750
222,402	223,453	235,220	246,219	247,419		TOTAL EXPEND.	285,258	255,258
39,527	-27,371	-26,355	-63,719	-62,419		Current Year Surplus/(Deficit)	-72,508	-42,508
215,806	255,333	227,962	201,607	201,607		Previous Balance	139,188	139,188
255,333	227,962	201,607	137,888	139,188		BALANCE	66,680	96,680

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
46,825	51,087	0	0	0	5110 Director	0	0
0	0	48,765	48,831	48,831	5111 Building Commissioner	52,474	52,474
43,955	45,047	61,611	43,838	43,838	5112 Clerical	46,544	46,544
26,880	23,310	21,455	26,000	26,000	5113 Wire Inspector	26,000	26,000
33,005	25,585	22,330	28,000	28,000	5115 Gas/Plumbing Inspector	28,000	28,000
1,936	11,550	10,675	6,000	6,000	5119 Building Inspector	6,000	6,000
663	0	0		0	5132 OT	0	0
153,264	156,579	164,836	152,669	152,669	*Total Salary & Wages*	159,018	159,018
3	3	3	3	3	# Personnel F/T (shared)	3	3
5	5	5	5	5	# Personnel P/T	5	5
2,211	2,258	2,152	2,900	2,900	5173 Medicare	2,500	2,500
68	68	71	100	100	5174 Life Insurance	90	90
15,125	15,681	21,453	32,000	32,000	5175 Health Insurance	32,000	32,000
16,290	18,750	20,200	22,500	22,500	5177 Retirement	24,000	24,000
0	0	996	1,000	1,000	5301 Advertising	1,000	1,000
3,500	0	0	2,500	2,500	5303 Consulting Services	2,500	2,500
4,978	0	0	2,500	2,500	5307 Peer Review	2,500	2,500
9,000	13,950	9,500	8,000	8,000	5311 Software License/Support	8,000	8,000
0	2,834	3,359	3,200	3,200	5340 Cell Phones	3,800	3,800
0	0	0	400	400	5343 Postage	400	400
552	117	1,277	1,500	1,500	5421 Office Supplies	1,500	1,500
638	635	650	900	900	5509 Train/Educ/Programs	900	900
340	0	567	700	700	5510 Technical Ref Books	700	700
1,972	280	0	1,500	1,500	5582 Non Capital Equipment	1,500	1,500
5,222	4,396	2,384	2,000	3,200	5711 Mileage Reimbursement	3,000	3,000
190	355	375	600	600	5731 Association Dues	600	600
0	0	0	250	250	5732 Publications	250	250
712	150	0	1,000	1,000	5733 Expense of Meetings	1,000	1,000
940	0	0	1,000	1,000	5794 Hardware Purchase	1,000	1,000
					5840 Capital Equipment	30,000	0
7,400	7,400	7,400	9,000	9,000	5891 IT Indirect - GIS	9,000	9,000
69,138	66,874	70,384	93,550	94,750	*Total Expenses*	126,240	96,240
222,402	223,453	235,220	246,219	247,419	*Total Budget*	285,258	255,258

CABLE REVOLVING FUND

HOLDEN COMMUNITY TELEVISION

ADMINISTRATION – The administration function includes contracts, purchasing and ordering, billing, services, and other services as needed. This involves a significant amount of resources and time to keep HCTV running at top efficiency to help serve the needs of the Town of Holden. It also involves research and communication with vendors to research and investigate new equipment, new technologies, and visiting other locations with similar products. This also includes maintenance and repairing of equipment.

CABLECASTING – This function consists of the day to day operations that include updating the community bulletin boards, coordinating the program schedule, maintaining and organizing a program tape library, overseeing scheduling of equipment and studio space for productions, and producing quality programming for HCTV.

TRAINING – This function consists of the planning, execution of policies and procedures, and training interested individuals to produce television programs. This also includes developing and coordinating volunteer support, and implementing outreach programs for local groups.

DEPARTMENT Cable Revolving Fund	FUNCTION Holden Community Television	FUNCTION CODE
DEPARTMENT HEAD Jacquelyn Kelly	PREPARED BY Jay Brunetta	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
75,111	80,757	85,332	111,054	103,742	Salary & Wages	114,294	114,294
194,168	139,646	188,907	227,163	227,340	Operating Expense	318,038	318,038
269,279	220,403	274,239	338,217	331,082	Total Budget	432,332	432,332

FINANCING PLAN

257,890	313,030	279,750	230,000	257,890	Charter Access Grant	250,000	250,000
467,005	455,623	548,257	553,768	553,768	Previous Balance	480,576	480,576
9	7	0	0	0	PY Encumbrances Closed	0	0
724,904	768,660	828,007	783,768	811,658	Total Revenue	730,576	730,576
269,279	220,403	274,239	338,217	331,082	Less Expenditures	432,332	432,332
455,625	548,257	553,768	445,551	480,576	Ending Balance	298,244	298,244

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
59,392	63,311	67,161	70,973	65,846	5110	Public Access Coord.	72,542	72,542
15,719	17,221	18,171	35,081	32,896	5119	Public Access Ass't PT	36,752	36,752
0	225	0	5,000	5,000	5518	Seasonal/Temp	5,000	5,000
75,111	80,757	85,332	111,054	103,742		*Total Salary & Wages*	114,294	114,294
1	1	1	1	1		# Personnel F/T	1	1
1	1	2	2	2		# Personnel P/T	2	2
0	0	1	1	1		# Personnel Seasonal	1	1
258	351	413	375	552	5171	Workers Comp Ins.	600	600
1,022	1,091	1,146	1,300	1,300	5173	Medicare	1,300	1,300
38	38	38	38	38	5174	Life Insurance	38	38
12,852	13,326	14,181	20,000	20,000	5175	Health Insurance	18,000	18,000
9,502	10,950	13,000	13,750	13,750	5177	Regional Retirement	15,400	15,400
5,155	5,495	7,126	11,000	11,000	5212	Utilities	11,000	11,000
1,600	1,000	1,000	1,200	1,200	5216	Accounting Reimb	1,200	1,200
1,000	1,000	1,000	1,200	1,200	5219	Treas/Coll Reimb	1,200	1,200
3,331	4,546	4,249	2,000	2,000	5242	Equipment Maint	2,000	2,000
10,333	10,683	10,041	10,200	10,200	5243	Network Support	10,200	10,200
28,361	28,928	29,337	30,000	30,000	5270	Studio Rental	30,000	30,000
3,466	2,755	2,181	2,000	2,000	5272	Studio Rental Expenses	2,000	2,000
4,183	2,625	3,972	3,000	3,000	5273	Studio Cleaning	3,000	3,000
202	188	90	150	150	5343	Postage	150	150
1,847	2,950	1,052	1,000	1,000	5421	Office Supplies	1,000	1,000
0	0	0	300	300	5422	Printing	300	300
0	1,697	175	2,000	2,000	5423	Office Equipment	2,000	2,000
64	116	0	200	200	5711	Mileage	400	400
350	275	250	1,000	1,000	5731	Membership	1,000	1,000
275	40	0	200	200	5733	Expense of Meetings	1,000	1,000
1,070	1,103	1,039	1,250	1,250	5741	Property/Liability Ins.	1,250	1,250
109,259	50,489	98,617	125,000	125,000	5830	Equipment Purchase	215,000	215,000
194,168	139,646	188,907	227,163	227,340		*Total Expense*	318,038	318,038
269,279	220,403	274,239	338,217	331,082		*Total Budget*	432,332	432,332

RECREATION REVOLVING FUND

RECREATION DEPARTMENT

The goal of the Recreation Department is to provide the vehicle necessary to engage children and adults into life-long activities that help promote good health. The Recreation Department strives to help an individual reach his or her full potential by offering a variety of programs that help build on the physical, emotional and social benefits that are necessary for every individual. It is the responsibility of the Recreation Department to offer high quality, low cost classes for all populations.

Adults have responded positively to the active and passive leisure – time activities by participating in classes like 3CPYo, Yoga, basketball, volleyball, Zumba and toning classes. The Before and After School Programs and the All Day Summer Program offer working parents a safe and fun place for their children to interact with other children, outside of the traditional structured school setting. During the summer months the pool area becomes the focus of numerous classes and activities. Having the pool as the focal point for summer activities clearly defines the goal of recreation.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Recreation	FUNCTION Recreation	FUNCTION CODE 28-550
DEPARTMENT HEAD Denise Morano	PREPARED BY Denise Morano	

NOTES

MAXIMUM APPROPRIATION FOR FY 2018 IS \$735,842

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
209,616	216,307	228,641	221,855	238,844	Salary & Wages	234,326	234,326
99,252	228,753	128,084	157,899	118,492	Operating Expense	156,770	156,770
308,868	445,060	356,725	379,754	357,336	Total Budget	391,096	391,096

FINANCING PLAN

427,553	455,169	524,022	412,898	470,036	Program Fee/Passes	489,596	489,596
18,079	16,905	20,880	20,000	20,000	Snack Bar	20,000	20,000
610,517	627,832	631,957	720,134	720,134	Previous Balance	752,834	752,834
1,056,149	1,099,906	1,176,859	1,153,032	1,210,170	Total Revenue	1,262,430	1,262,430
119,449	22,889	0	0	0	Transfer to IIF	0	0
0	0	100,000	100,000	100,000	Transfer to GF	100,000	100,000
308,868	445,060	356,725	379,754	357,336	Less Expenditures	391,096	391,096
627,832	631,957	720,134	673,278	752,834	Balance	771,334	771,334

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
81,835	91,248	96,595	90,416	96,651	5110	Recreation Director	91,871	91,871
7,800	4,861	3,679	3,407	5,058	5111	Recreation Leader: 8%	3,462	3,462
6,487	3,939	2,718	2,692	2,692	5112	Clerical: 8%	2,845	2,845
25,000	25,000	25,000	28,000	28,000	5116	Labor	28,000	28,000
72,877	70,080	69,021	71,479	74,587	5125	Seasonal Staff	75,333	75,333
15,617	21,179	31,628	25,861	31,856	5140	Independent Contractors	32,815	32,815
209,616	216,307	228,641	221,855	238,844		*Total Salary & Wages*	234,326	234,326
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
45	45	45	45	45		# Personnel Seasonal	45	45
1,031	1,402	1,651	1,500	2,208	5171	Workers Comp Ins	2,250	2,250
5,731	5,942	6,322	7,500	7,500	5175	Health Insurance	7,500	7,500
13,032	15,000	16,500	17,820	17,820	5177	Regional Retirement	18,000	18,000
9,218	15,203	11,752	8,575	8,575	5212	Utilities	12,063	12,063
1,300	1,300	1,300	1,300	1,300	5216	Accounting Reimb	1,300	1,300
5,800	5,800	5,800	5,800	5,800	5219	Treas/Coll Reimb	5,800	5,800
6,959	12,189	6,603	8,240	8,240	5231	Water/Sewer	9,396	9,396
0	0	0	6,864	9,541	5273	Studio Cleaning	16,386	16,386
1,302	0	0	0	0	5303	On Line Services	0	0
108	909	200	500	500	5421	Office Supplies	500	500
15,892	13,749	20,904	25,000	14,500	5430	Holden Pool Maint	17,000	17,000
5,377	6,559	6,527	7,000	7,000	5510	Snack Bar Expense	7,000	7,000
879	298	359	350	269	5511	Committee Expense	300	300
3,190	4,874	5,377	4,500	4,500	5580	On Line Billing Expense	5,125	5,125
268	458	253	450	450	5581	Uniforms	450	450
2,409	4,502	4,743	2,500	2,200	5582	Program Supplies	3,700	3,700
4,282	4,413	4,156	5,000	4,564	5741	Property/Liability Ins	5,000	5,000
0	0	0	0	0	5910	Pool Debt	0	0
22,474	136,155	35,637	55,000	23,525	5830	Capital Outlay	45,000	45,000
99,252	228,753	128,084	157,899	118,492		*Total Expenses*	156,770	156,770
308,868	445,060	356,725	379,754	357,336		*Total Budget*	391,096	391,096

BEFORE/AFTER SCHOOL REVOLVING FUND

BEFORE/AFTER SCHOOL REVOLVING FUND

The Recreation Department offers a Before and After School Program at each of our three elementary schools, Dawson, Mayo and Davis Hill. During the summer an All Day Summer Program provides day care and recreational activities at Dawson Recreation Area for school aged children. These programs are licensed by the Massachusetts Department of Early Education and Care. The program is completely self-supporting through a fee-based system.

DEPARTMENT Recreation	FUNCTION Before and After School Program	FUNCTION CODE 24-550
DEPARTMENT HEAD Denise Morano	PREPARED BY Denise Morano	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
185,342	202,793	214,170	206,494	206,032	Salary & Wages	214,166	214,166
97,314	93,244	95,405	125,600	109,804	Operating Expense	109,741	109,741
282,656	296,037	309,575	332,094	315,836	Total Budget	323,907	323,907

					FINANCING PLAN			
129	115	109	150	150	4280	53D Monthly Interest	150	150
287,662	294,975	308,470	326,922	321,624	4320	Program Fees	317,696	317,696
287,791	295,090	308,580	327,072	321,774		Total Revenue	317,846	317,846
282,656	296,037	309,575	332,094	315,836		Less Expenditures	323,907	323,907
5,135	-947	-995	-5,022	5,938			-6,061	-6,061
3,526	8,661	7,714	6,719	6,719		Previous Balance	12,657	12,657
8,661	7,714	6,719	1,697	12,657		Balance	6,596	6,596

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
32,196	36,131	38,239	39,181	37,530	5111	Recreation Leader	39,818	39,818
26,846	30,065	29,271	30,958	30,958	5112	Clerical	32,720	32,720
126,300	136,597	146,659	136,355	137,544	5125	B/A School Staff	141,628	141,628
185,342	202,793	214,170	206,494	206,032		*Total Salary & Wages*	214,166	214,166
0	0	0	0	0		# Personnel F/T	0	0
27	27	27	31	31		# Personnel P/T	31	31
9	9	9	9	9		# Personnel Seasonal	9	9
516	701	826	800	1,104	5171	Workers Comp Ins	1,150	1,150
5,026	5,273	5,453	8,000	8,000	5173	Medicare	8,000	8,000
38	63	75	76	76	5174	Life Insurance	76	76
16,652	13,486	15,463	20,000	20,000	5175	Health Insurance	20,000	20,000
13,575	15,700	17,300	18,700	18,700	5177	Regional Retirement	18,700	18,700
5,462	12,212	12,461	15,193	15,500	5212	Utilities	13,751	13,751
1,600	1,600	1,600	1,900	1,900	5219	Accounting Reimb	1,900	1,900
7,500	7,500	7,500	8,000	8,000	5216	Treas/Coll Reimb	8,000	8,000
11,485	2,774	3,082	9,232	3,328	5231	Water/sewer	5,604	5,604
10,007	10,422	11,507	11,459	11,500	5303	On Line Services	11,600	11,600
382	415	522	400	490	5340	Cell Phone	560	560
230	0	245	0	0	5343	Postage	0	0
871	772	524	900	644	5410	Petro	650	650
5,679	2,981	2,608	4,000	2,700	5421	Office Supplies	3,000	3,000
1,558	1,245	1,906	2,500	1,400	5422	Printing	1,500	1,500
3,339	528	0	5,000	0	5430	Holden Pool Maint	0	0
10,301	13,653	11,877	14,500	11,922	5510	Program Supplies	12,000	12,000
338	0	0	450	200	5581	Summer Uniforms	200	200
250	133	240	400	400	5711	Mileage Reimbursement	400	400
285	289	139	300	150	5731	Dues	150	150
79	0	0	0	0	5733	Expense of Meetings	0	0
2,141	2,207	2,078	2,500	2,500	5741	Property/Liability Ins	2,500	2,500
0	1,290	0	1,290	1,290	5783	After School Licenses	0	0
97,314	93,244	95,405	125,600	109,804		*Total Expenses*	109,741	109,741
282,656	296,037	309,575	332,094	315,836		*Total Budget*	323,907	323,907

STABILIZATION FUND

FY 2018 BUDGET

Financing	FY 14	FY 15	FY 16	FY 17	FY 18
	Approved	Approved	Approved	Approved	Requested
Opening Balance	677,681	1,458,930	2,168,247	2,718,207	3,216,167
TRF from Free Cash	750,000	677,860	450,000	500,000	750,000
Interst Earnings	14,373	27,809	42,723	10,216	
Fair Market Value Adj	16,876	3,648	57,237	-12,256	
Appropriation Into Fund					
Total Additions to Fund	781,249	709,317	549,960	497,960	750,000
Expenditures					
TOTALS	0	0	0	0	0
Net Fund Balance	1,458,930	2,168,247	2,718,207	3,216,167	3,966,167

TOWN OF HOLDEN

WATER SEWER STABILIZATION FUND

FY 2018 BUDGET

Financing	FY 14	FY 15	FY16	FY 17	FY 18
	Approved	Approved	Approved	Approved	Request
Opening Balance	103,948	106,413	176,087	182,551	181,641
MBTE Settlement					
Interest Earning	1,015	2,261	2870	584	
Fair Market Value Adjustment	1,450	413	3594	-1,494	
Appropriation	0	0			
Free Cash		67,000			
Sub Total	106,413	176,087	182,551	181,641	181,641
Expenditures					
Total Expenditures	0	0	0	0	0
Net Fund Balance	106,413	176,087	182,551	181,641	181,641

<i>Financing</i>	FY14	FY15	FY16	FY17	FY18
	Approved	Approved	Approved	Approved	Requested
Opening Balance	155,777	414,900	573,395	597,862	46,034
Transfer from Free Cash	113,324		250,000	50,000	50,000
Transfer from Overlay Surplus					
Appropriation	179,076	191,200			
Interest Earnings	4,472	7,772	12,671	2,065	
Fair Market Value Adj	4,651	683	11,796	-3,893	
Unspent Warrant Articles Returned		40			170,000
Appropriation					
Sub Total	457,300	614,595	847,862	646,034	266,034
<i>Expenditures</i>					
<i>Fire Vehicle/Equipment</i>					
Engine 4 Principal & Interest (5 year note FY11-FY15)	42,400	41,200			
Tower Truck Refurbishment			250,000		
Engine #2 Replacement				600,000	
TOTALS	42,400	41,200	250,000	600,000	0
Net Fund Balance	414,900	573,395	597,862	46,034	266,034

<i>Financing</i>	FY 17 Approved	FY 18 Requested
Opening Balance	0	51,150
TRF from Free Cash	50,000	50,000
1/4 of prior year free cash		
Interst Earnings	151	
Fair Market Value Adj	999	
Appropriation Into Fund		
Total Additions to Fund	51,150	50,000
<i>Expenditures</i>		
TOTALS	0	0
Net Fund Balance	51,150	101,150

<i>Financing</i>	FY 17	FY 18
	Approved	Requested
Opening Balance	0	5,115
TRF from Free Cash	5,000	16,000
Interst Earnings	15	
Fair Market Value Adj	100	
Appropriation Into Fund		
Total Additions to Fund	5,115	16,000
<i>Expenditures</i>		
TOTALS	0	0
Net Fund Balance	5,115	21,115

TOWN OF HOLDEN

DPW DEPRECIATION FUND

FY 2018 BUDGET

Financing	FY14	FY15	FY16	FY17	FY18
	Approved	Approved	Approved	Approved	Requested
Opening Balance	349,935	511,390	619,741	455,323	231,736
Transfer from W/S Stabilization Fund (3/5 pmts)					
Transfer from Free Cash	150,000	50,000		50,000	50,000
Previous Interest Earnings					
Appropriation	49,200	98,300	42,400		
Interest Earnings	5,089	8,224	10,101	1,609	
Fair Market Value Adjustment	6,366	127	7,481	-2,727	
Unspent Balance Returned					
Sub Total	560,590	668,041	679,723	504,205	281,736
Expenditures					
Debt Service - Dump w/Plow/Spreader	49,200	48,300	44,400	0	0
DPW Truck w/ Hook & Haul #11			180,000		
10 Wheel Dump w/ Wing Plow #12				272,469	
TOTALS	49,200	48,300	224,400	272,469	0
Net Fund Balance	511,390	619,741	455,323	231,736	281,736

Financing	FY14	FY 15	FY 16	FY 17	FY 18
	Approved	Approved	Approved	Approved	Request
Opening Balance	1,553,682	1,454,821	1,333,961	1,346,167	1,344,766
Interest Earnings	13,273	10,646	12,372	2,344	
Fair Market Value Adjustment	16,301	-5,120	-166	-3,745	
Senior Center/Zottoli Payback/Underground Utilities	164,000	164,000			
Pool payback (From Rec Revolving)	119,449	22,889			
Public Safety Payback	75,000	75,000			
Public Buildings Payback					
Annual Investment	57,565	159,614			
Sub Total	1,999,270	1,881,850	1,346,167	1,344,766	1,344,766
Expenditures					
Pool Debt	219,449	222,889			
Public Safety Facility	325,000	325,000			
TOTALS	544,449	547,889	0	0	0
Net Fund Balance	1,454,821	1,333,961	1,346,167	1,344,766	1,344,766

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TOWN OF HOLDEN**FY 2018 BUDGET**

	Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Request FY 2018	Manager FY 2018
HUMAN SERVICES							
Veterans Benefits	53,132	47,077	93,550	69,500	69,279	69,500	69,500
Senior Citizens	246,167	247,762	262,694	270,125	264,356	277,689	273,489
TOTAL	299,299	294,839	356,244	339,625	333,635	347,189	342,989

VETERANS

The local Veterans Agent assists qualifying Veterans and their dependents who are in economic need by facilitating the delivery of financial relief under MGL, Chapter 115. This assistance may include meeting with the client in person or via telephone, assisting in obtaining and filling out required forms, assisting in obtaining medical services, counseling, and referral. The Commonwealth of MA reimburses the Town for 75% of all direct financial assistance to Veterans.

The local Veterans Agent also acts as contact officer to all Veterans and their dependents with other Federal agencies, generally the Veterans Administration Office and Social Security Administration. This budget provides funding for local Veterans' programs.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Human Services	FUNCTION Veterans Services	FUNCTION CODE 01-543
DEPARTMENT HEAD Jacquelyn M. Kelly	PREPARED BY Karen Greenwood	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
6,200	6,200	5,768	19,000	9,729	5120	Veterans Agent	10,000	10,000
6,200	6,200	5,768	19,000	9,729		*Total Salary & Wages*	10,000	10,000
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
46,932	40,377	87,691	50,000	59,000	5770	Aid & Assistance	59,000	59,000
0	500	43	500	500	5792	Veterans' Programs	500	500
0	0	48	0	50	5343	Postage	0	0
46,932	40,877	87,782	50,500	59,550		*Total Expense*	59,500	59,500
53,132	47,077	93,550	69,500	69,279		*Total Budget*	69,500	69,500

SENIOR CITIZENS

1. **LEADERSHIP** – It is the Director of Senior Services' responsibility to develop and direct programs at the Holden Senior Center that benefit senior citizens, including advocacy for the elderly, and maintaining existing services. The Director works closely with the Council on Aging and other agencies, prepares the monthly senior newsletter, and attends meetings to promote the Council's policies and initiatives. In addition, the Director supervises the Senior Center staff and directs the activities and efforts of many volunteers. The number of volunteer hours is approximately 15,231/year. At the EOE's suggested rate of \$17.06/hour this represents about \$259,841.00 in personnel cost savings to the Senior Center.
2. **PROGRAM COORDINATION** – The Director and Program Coordinator oversee the Senior Center's many programs, and the development of new offerings to meet changing senior needs. The part time Program Coordinator has been very effective in providing seniors with a higher level of programming and services.
3. **PUBLIC INQUIRY/ASSISTANCE** – The staff of the Senior Center responds to inquiries and provides information to the general public about senior services. Information is also disseminated by mailing of the monthly Newsletter, speakers and workshops. For example, free legal and tax preparation clinics are offered yearly.
4. **OUTREACH/ACTIVITIES** – The Outreach Program identifies frail, isolated, home-bound elderly to promote their overall health and well-being. We offer telephone reassurance, home delivered meals, transportation, support services and partner with the Gale Free Library and Wachusett Food Pantry to offer programs to homebound elders and many other outreach programs designed to assist town seniors and improve the quality of their life. Proper referrals are made to appropriate agencies. We hope to strengthen our outreach services by leveraging the annual EOE's grant.

SENIOR CITIZENS

5. **TRANSPORTATION** – The Center provides van transportation services to many seniors who are unable to drive due to economic or health reasons. Currently, the HCOA is running two vans, one that is owned by the WRTA and one owned by the Town of Holden. The second town-owned van has enabled the HCOA to meet much of the unmet need in our transportation service. In FY 15, one hour of van service per day was added at no cost to the Town. Transportation is also offered to any handicapped resident regardless of age under the ADA. (These trips represent less than half of the total rides.) Trips are for medical appointments, grocery shopping, and attendance at nutrition, health, cultural, educational and recreation functions. Transportation costs are offset by an annual grant from the WRTA.

6. **NUTRITION** – Maintaining proper nutrition is essential to the elderly. The Center contracts with the Elder Services of Worcester Area, Inc. and is a meal site. The Center also coordinates a monthly “home cooked” meal which has been very successful in attracting an increase in attendance. The Center provides daily Home Delivered Meals to homebound seniors (Meals on Wheels), and the senior luncheon at the Senior Center, Monday-Friday.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT	FUNCTION	FUNCTION CODE
Human Services	Senior Citizens	01-541
DEPARTMENT HEAD	PREPARED BY	
Jacquelyn M. Kelly	Jacquelyn M. Kelly	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
36,120	37,563	38,459	39,080	39,080	5112	Clerical	39,713	39,713
61,872	65,696	69,694	71,393	71,393	5113	Director of Senior Services	72,542	72,542
32,062	34,137	36,526	39,711	39,711	5114	Outreach Workers	40,357	40,357
15,987	16,505	16,898	17,139	17,139	5116	Program Coordinator	17,419	17,419
315	682	226	2,000	2,000	5118	Custodian	2,000	2,000
70,373	67,920	73,208	67,852	68,479	5119	Transportation	71,558	71,558
216,729	222,503	235,011	237,175	237,802		*Total Salary & Wages*	243,589	243,589

3	3	3	3	3		# Personnel F/T	3	3
9	9	9	9	9		# Personnel P/T	9	9

2,025	2,270	1,040	2,050	2,000	5242	Maint of Equipment	1,800	1,800
571	573	583	600	500	5340	Cell Phone	600	600
368	352	392	400	400	5343	Postage	400	400
11,765	8,220	6,594	11,700	6,000	5410	Petro Products	11,700	7,500
749	1,309	571	1,200	1,200	5421	Office Supplies	1,300	1,300
		2,025	0	0	5430	Building Maintenance	0	0
1,631	498	2,092	2,000	1,700	5480	Bus Maintenance	2,500	2,500
6,179	6,179	6,179	6,400	6,179	5490	Nutrition Program	6,400	6,400
79	962	1,055	1,600	1,000	5711	Outreach Mileage	1,400	1,400
1,009	4,896	7,152	7,000	7,575	5792	Programs	8,000	8,000
5,062	0	0	0	0	5851	Roof Repair	0	0
29,438	25,259	27,683	32,950	26,554		*Total Expenses*	34,100	29,900
246,167	247,762	262,694	270,125	264,356		*Total Budget*	277,689	273,489

TOWN OF HOLDEN

FY 2018 BUDGET

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	ASSESSMENT EDUCATION	Request FY 2018	Manager FY 2018
17,127,929	17,038,520	17,312,246	17,578,031	17,442,852	Wachusett Regional School District	17,626,751	17,626,751
2,531,676	2,861,954	3,146,256	5,090,755	4,691,139	Voluntary Contribution	6,751,522	6,751,522
967,557	898,257	1,344,611	1,625,660	1,573,421	WRSD Transportation	1,734,579	1,734,579
1,210,416	1,091,215	1,047,409	1,019,446	1,019,446	New High School Debt (Const)	1,019,446	1,019,446
42,877	42,020	41,643	40,875	40,875	Debt (Oil Remediation)	40,875	40,875
21,880,455	21,931,966	22,892,165	25,354,767	24,767,733	*Total WRSD*	27,173,173	27,173,173
					Vocational Education Tuition		
578,847	739,215	777,978	671,709	671,709	Montachusett Vocational	738,880	738,880
0	26,850	0	0	0	Extra from FY14	0	0
0	0	26,850	30,000	30,000	Out of District Vocational Transportation	30,000	30,000
0	21,094	21,094	22,000	22,000	Out of District Vocational Tuition	23,000	23,000
578,847	787,159	825,922	723,709	723,709	*Total Vocational Tuition*	791,880	791,880
22,459,302	22,719,125	23,718,087	26,078,476	25,491,442	*Total Expenses*	27,965,053	27,965,053
22,459,302	22,719,125	23,718,087	26,078,476	25,491,442	*Total Budget*	27,965,053	27,965,053

TOWN OF HOLDEN**FY 2018 BUDGET**

	Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Request FY 2018	Manager FY 2018
CULTURE							
Gale Free Library	779,265	785,624	825,841	869,370	851,630	871,083	871,083
Historical Commission	5,817	2,806	2,814	6,700	6,700	6,700	6,700
TOTAL	785,082	788,430	828,655	876,070	858,330	877,783	877,783

GALE FREE LIBRARY

The Holden Gale Free Library provides library services to all residents of Holden and to the surrounding communities. Just as Holden residents borrow materials from other libraries, we lend our materials to other libraries as well. The Library is open 54 hours per week to service the community needs. Library Director and staff work to ensure that the library's overall program meets diverse community needs. User satisfaction, cost-effective management, friendly well-trained staff, and equitable public service policies and procedures are primary concerns. The Director recommends policies and budget to Trustees, oversees library operations (including collection development, programming and all publicity), participates in long-range planning, provides direct public service, represents Holden in the state, serves as department head to the town manager, and represents the library to the community.

INFORMATION AND REFERENCE SERVICES

With staff assistance, patrons seek information and do independent research on site and by telephone, using print resources, on-line databases, the Internet and various Massachusetts networks. Borrowing from other libraries and loaning our materials has increased dramatically. Patrons can directly place holds on items while at the library or at home. Downloadable books, music, movies and access to databases are also available in house and at home. Researching local history has become very popular and often requires assistance, our local history room provides many resources unavailable elsewhere. Two genealogy databases are very popular and accessed regularly. The library offers wireless access which increases the demand for study space and librarian's assistance.

CHILDREN'S SERVICES

Families and children learn and appreciate the world using the excellent and diverse collections and on-line information services in a welcoming and friendly children's room. Staff answer questions, provide Internet and database training, and introduce children to the library and its resources with story times, educational performances, concerts, bulletin boards and summer reading clubs and programs. A major focus of our service is on very young children and their parents. We encourage and support the introduction of reading to the very young as the library desires to create lifelong readers and users of the library.

GALE FREE LIBRARY**SUPPORT FOR FORMAL EDUCATION**

Students of all ages use the library for research and study. Children's and Reference staff acquire curriculum support materials, help students with assignments and projects, provide basic training in library skills and online searching, and work with teachers to provide materials for class projects. The library provides word processors and computers for students. Staff provides special book deposits for teachers, every Holden elementary classroom is visited by staff, and historic tours of the building are given to visiting schools each year. The Gale Free Library is the only resource for elementary, middle and high school students who are given assignments on local history.

POPULAR READING AND PERSONAL ENRICHMENT

Patrons may borrow leisure items for enjoyment. Patrons may read, listen to, or view, materials related to personal interests and hobbies. To meet these needs, the library provides new fiction, best sellers, picture books, DVDs, CDs, MP3s, magazines, popular nonfiction, and access to and training about special Internet resources. Adult book discussion groups with emphasis on classics and contemporary literature meet periodically to inform and create interest in a variety of genres.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Gale Free Library	FUNCTION Library Services	FUNCTION CODE 01-610
DEPARTMENT HEAD Susan Scott	PREPARED BY Susan Scott	
NOTES		

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017		Object Description	Request FY 2018	Manager FY 2018
80,003	83,880	88,982	90,416	90,416	5110	Library Director	91,870	91,870
117,545	118,848	124,994	129,634	129,634	5111	Librarians Salaried	134,493	134,493
352,727	349,641	367,042	391,581	373,841	5112	Assistant Librarians	384,763	384,763
550,275	552,369	581,018	611,631	593,891		*Total Salary & Wages*	611,126	611,126
7	7	7	7	7		# Personnel F/T	7	7
11	11	11	11	12		# Personnel P/T	12	12
22,583	22,427	25,289	22,500	22,500	5212	Utilities	23,063	23,063
8,480	9,131	5,025	10,500	10,500	5214	Fuel	10,396	10,396
3,118	4,993	2,990	3,500	3,500	5231	Water/Sewer	3,570	3,570
7,011	6,404	3,210	5,500	5,500	5242	Equipment Maintenance	5,637	5,637
28,599	32,664	27,444	32,832	32,832	5243	CW MARS	32,832	32,832
3,383	3,198	8,126	8,000	8,000	5247	Capital Equip. Maint	8,240	8,240
2,370	0	1,950	1,250	1,250	5249	Alarm/Monitor	2,268	2,268
1,519	1,368	1,234	1,500	1,500	5340	Cell Phone	1,530	1,530
904	738	547	500	500	5343	Postage	500	500
1,987	4,279	3,363	3,500	3,500	5421	Office Supplies	3,535	3,535
4,900	6,172	4,650	5,300	5,300	5423	Material Processing	5,336	5,336
20,907	9,873	10,486	17,000	17,000	5430	Building Maintenance	22,340	22,340
0	0	2,330	8,000	8,000	5450	Cleaning	2,000	2,000
133	135	337	200	200	5731	Association Dues	250	250
114,582	122,900	138,073	128,157	128,157	5732	Books	128,600	128,600
393	574	631	500	500	5733	Expense of Meetings	500	500
8,121	8,399	9,138	9,000	9,000	5794	Technology Equipment	9,360	9,360
228,990	233,255	244,823	257,739	257,739		*Total Expenses*	259,957	259,957
779,265	785,624	825,841	869,370	851,630		*Total Budget*	871,083	871,083

HISTORICAL COMMISSION

The Holden Historical Commission has been responsible for the utilization, care and maintenance of the Hendricks House since the Town of Holden took possession of the property in July of 1979. A major objective is to maintain the Hendricks House as an historic house museum, as a repository of historic artifacts related to the history of the town, and as a local historical education center. The house museum is open to the public on a regular schedule, it is open by appointment and on special occasions as an historical education facility for Holden youth and civic groups, and it serves as a regular meeting place for the Holden Historical Commission and other local organizations.

Specialized historic restoration work on the house is done by a small corps of volunteers with funds set aside in the Commission's Special Projects Fund. This fund does not consist of town allotted funds. It is made up of: (1) private gifts to the Commission designated for special projects; and (2) money earned through the annual Flea Market. The town budget expenses for the Hendricks House cover only the general operation and maintenance of the house.

A major responsibility of the Holden Historical Commission, as outlined in Chapter 40, Section 8d of the Massachusetts General Laws, is to conduct research for places of historical or archeological value in Holden. Research is an essential part of the identification of the Town's most significant historic assets and of planning for their preservation. This research is a time consuming endeavor, involving careful research of historic documents, papers, maps, photographs.

The major responsibility of the Holden Historical Commission is to protect the historic assets of the Town. In order to carry out this responsibility an education component is of outstanding importance among our activities. This includes education of Commission members and of the public. Increased awareness of the significance of the Town's historic assets by the general public is probably the most important means for their protection.

Education for Commission members includes keeping ourselves up to date on current issues and methods of historic preservation. This requires the Commission to maintain memberships in significant preservation organizations, to attend meetings held for local historical commissions, and to subscribe to journals in the field.

An important purpose of the Hendricks House restoration effort has been to use the house as an education tool. As a house museum and a repository for Holden-related historic artifacts, the house serves as a center for historical education with programs and exhibits available on a regular basis to the public. Most recently a series of hands-on, history-related programs for children has been initiated.

TOWN OF HOLDEN

FY 2018 BUDGET

DEPARTMENT Historical Commission	FUNCTION Historical Commission	FUNCTION CODE 01-691
DEPARTMENT HEAD Charles Skillings	PREPARED BY Charles Skillings	

NOTES

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	APPROPRIATION SUMMARY	Request FY 2018	Manager FY 2018
5,817	2,806	2,814	6,700	6,700	Operating Expense	6,700	6,700
5,817	2,806	2,814	6,700	6,700	*Total Budget*	6,700	6,700

Actual FY 2014	Actual FY 2015	Actual FY 2016	Budget FY 2017	Estimate FY 2017	Object Description	Request FY 2018	Manager FY 2018
402	400	300	400	400	5212 Utilities	400	400
3,632	1,338	1,409	3,000	3,000	5214 Fuel	3,000	3,000
0	0	0	100	100	5231 Water/Sewer	100	100
1,783	823	1,072	3,000	3,000	5249 Alarm Monitor	3,000	3,000
0	245	33	200	200	5430 Miscellaneous Repairs	200	200
5,817	2,806	2,814	6,700	6,700	*Total Expense*	6,700	6,700
5,817	2,806	2,814	6,700	6,700	*Total Budget*	6,700	6,700

CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

The Holden Capital Plan for FY 2018 – FY 2022 was developed by the Town Manager's Office using input from Departments. The 5-Year Capital Plan provides us with the opportunity to plan our investments in major equipment, vehicles, and infrastructure over the near term and allows us to react to changes from year to year.

When reviewing capital project requests, various criteria are taken into consideration in order to properly budget and prioritize them. Most capital projects are aimed at supporting the Town's valuable infrastructure and making improvements and investments in our aging capital assets. Other projects are for replacing large vehicles such as the Fire Department's Ambulance.

Some of the projects of note in the FY 2018 Capital Budget are: replacing the Fire Department's Ambulance #1, replacement of the Highway Division's Loader with Wing Plow (#36), continuing our Water Main Replacement Program, major upgrades to the Heritage Lane Sewer Pump Station and Sycamore Drive Pump Station, seed money to plan and design an upgrade to our Water/ Sewer SCADA System, and upgrades to the Holden CATV remote cameras/ equipment for live broadcasting and streaming. Also, each year, the Town invests \$325,000 to augment our DOT Chapter 90 grant to maintain and reconstruct our Town roadways.

The FY 2018 Capital Plan recommends the expenditure of \$1,742,500 in cash. An additional \$570,000 in General Fund borrowings for vehicles and \$1,945,000 in Water/ Sewer Enterprise Fund borrowings are also recommended. The total investment for Capital acquisitions and improvements for FY 2018 is \$5,155,500. This total is also supported through other than taxpayer sources of funding such as Recreation Revolving and the Holden Community Cable TV Revolving Fund.

Note that this year's capital budget contains a new section: 5-Year History of Capital Expenditures FY13 – FY17, as voted at Town Meeting. This is informational and shows our ongoing commitment to and investments in our valuable town infrastructure, vehicles, and equipment.

***NOTE:** The principal amounts (rather than annual debt service) of the General Fund and Water-Sewer proposed borrowings are reflected in these totals.

Town of Holden
Five-Year Capital Plan FY2018 - FY2022

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2018	2019	2020	2021	2022	GRAND TOTAL
FIRE	ER	CASH	Thermal Imaging Cameras (2)		\$60,000				\$60,000
		CASH	Jaws of Life (for Eng. #2)			\$40,000			\$40,000
		CASH	Toughbook		\$15,000				
		CASH	PPE	\$25,000	\$12,000	\$12,000	\$12,000	\$12,000	\$73,000
	VR	BORROWING	Engine #3 Replacement					\$650,000	\$650,000
		CASH	Car #1		\$50,000				\$50,000
		CASH	Car #2					\$55,000	\$55,000
		CASH	Car #3 Squad			\$55,000			\$55,000
CASH	Car #4	\$40,000					\$40,000		
FIRE SUB-TOTAL				\$65,000	\$137,000	\$107,000	\$12,000	\$717,000	\$1,038,000
FIRE - EMS	ER	CASH	Lucas Press (CPR)		\$14,000	\$14,000			\$28,000
		CASH	Defibrillator		\$35,000			\$58,000	\$93,000
	VR	FIRE STABILIZATION	Ambulance #3				\$350,000		\$350,000
	VR	BORROWING	Ambulance #1	\$300,000					\$300,000
FIRE-EMS SUB-TOTAL				\$300,000	\$49,000	\$14,000	\$350,000	\$58,000	\$771,000
PS FACILITY	ER	CASH	UPS		\$10,000				\$10,000
	ER	CASH	Floor Burnisher/ Cleaner	\$10,000					\$10,000
PSF SUB-TOTAL				\$10,000	\$10,000				\$20,000
FIRE/EMS/PSF				\$365,000	\$186,000	\$121,000	\$362,000	\$775,000	\$1,809,000
LIBRARY	BM	CASH	Roof Repair				\$22,000		\$22,000
		CASH	Stone Work - Walls/ Walkway	\$18,500					\$18,500
		CASH	Basement Masonry Repair		\$16,500				\$16,500
		CASH	Repair Wooden Windows			\$25,200			\$25,200
LIBRARY SUB-TOTAL				\$18,500	\$16,500	\$25,200	\$22,000	\$0	\$82,200
POLICE	VR	CASH	Cruisers (2)	\$84,000	\$84,000	\$84,000	\$94,000	\$94,000	\$440,000
	ER	CASH	Taser Program		\$9,000			\$31,000	\$40,000
		CASH	Livescan Fingerprinting	\$17,000				\$25,000	\$42,000
POLICE SUB-TOTAL				\$101,000	\$93,000	\$84,000	\$94,000	\$150,000	\$522,000
DPW ADMINISTRATION	VR	CASH	Light Duty SUV, Truck #8	\$30,000					\$30,000
DPW ADMINISTRATION				\$30,000					\$30,000
DPW - ENGINEERING	II	CASH	Bridge Replacement Master Plan	\$50,000	\$50,000				\$100,000
	VR	CASH	Light Duty SUV, Truck #32				\$30,000		\$30,000
DPW ENGINEERING				\$50,000	\$50,000	\$0	\$30,000		\$130,000
BUILDINGS & GROUNDS	II	CASH	Pavillion Improvements-Trout Brook	\$18,000	\$75,000				\$93,000
		CASH	Town Hall-Starbard Restroom Imp.		\$30,000	\$30,000			\$60,000
	ER	CASH	Zero-Turn Mowers (2)	\$30,000					\$30,000
		CASH	Brush Chipper			\$50,000			\$50,000
	VR	CASH	F550 Dump w/ Plow #37		\$125,000				\$125,000
		CASH	F350 Pickup w/Plow #58			\$60,000			\$60,000
		CASH	Utility Van #42		\$40,000				\$40,000
		CASH	F350 w/Utility Body/ Plow #41	\$70,000					\$70,000

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2018	2019	2020	2021	2022	GRAND TOTAL	
BUILDINGS & GROUNDS		CASH	Cemetery Utility 4 X 4 w/ Dump				\$20,000		\$20,000	
		CASH	Cemetery Tractor/ Backhoe				\$40,000		\$40,000	
		CASH	1997 Kubota Tractor with Backhoe					\$30,000	\$30,000	
DPW B & G				\$118,000	\$270,000	\$140,000	\$60,000	\$30,000	\$618,000	
DPW HIGHWAY	II	CASH	Traffic Signal Upgrades	\$70,000					\$70,000	
		CASH	LOCAL ROADS/ SIDEWALKS	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000	
		STATE REIMBURSEMENT	CHAPTER 90	\$613,000	\$613,000	\$613,000	\$613,000	\$613,000	\$3,065,000	
	VR	BORROWING	Loader w/Wing Plow #36	\$270,000						\$270,000
		CASH	F350 Truck w/ Plow #6		\$50,000					\$50,000
		CASH	Mini-Excavator	\$80,000						\$80,000
		CASH	1 - Ton Roller/ Trailer	\$20,000						\$20,000
		CASH	C.B. Cleaner #35-Equip. Repl.			\$100,000			\$100,000	
		CASH	Sidewalk Plow #44 (50%)	\$85,000					\$85,000	
		CASH	Tanker/ Pumper Truck #1		\$75,000				\$75,000	
		CASH	F350 Truck w/ Plow #10				\$65,000		\$65,000	
		DPW DEPRECIATION	Rubber Tire Excavator Truck #55				\$250,000		\$250,000	
		DPW DEPRECIATION	F 550 w/ Dump & Plow				\$130,000		\$130,000	
		ER	CASH	Air Compressor				\$25,000		\$25,000
	CASH		Electronic Message Board (50%)					\$10,000	\$10,000	
	CASH		3-5 Ton Roller					\$40,000	\$40,000	
	DPW HIGHWAY				\$1,463,000	\$1,063,000	\$1,038,000	\$1,408,000	\$988,000	\$5,960,000
DPW MECHANICS	VR	CASH	F350 w/ Fuel Tank #1	\$110,000					\$110,000	
DPW MECHANICS				\$110,000		\$0	\$0	\$0	\$110,000	
DPW SUBTOTAL				\$1,771,000	\$1,493,000	\$1,178,000	\$1,498,000	\$1,018,000	\$6,958,000	
DPW WATER/SEWER	II	BORROWING	Water Main Replacement	\$825,000	\$650,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,475,000	
		BORROWING	Inflow/Infiltration Removal	\$170,000	\$90,000	\$950,000	\$190,000	\$190,000	\$1,590,000	
		WATER/SEWER	Water System Master Plan	\$100,000				\$60,000	\$160,000	
		BORROWING	Heritage Lane Sewer Pump Sta.	\$840,000					\$840,000	
		BORROWING	Sycamore Drive Pump Sta.	\$280,000					\$280,000	
		WATER/SEWER	Large Meter Replacement	\$75,000	\$75,000				\$150,000	
		BORROWING	SCADA Planning, Design, Impl.	\$150,000	\$400,000	400,000	\$200,000		\$1,150,000	
		BORROWING	Industrial Dr Sewer Pump Sta.		\$50,000	350,000			\$400,000	
		BORROWING	Highland St. VFD Addition			\$50,000	200,000		\$250,000	
		BORROWING	Spring St. Water Plant		\$100,000	2,000,000			\$2,100,000	
		BORROWING	Steele St. Tank Painting			60,000	\$1,000,000		\$1,060,000	
	VR	WATER/SEWER	Truck #3 w/ plow					\$70,000	\$70,000	
		WATER/SEWER	F350 w/ Plow #4					\$105,000	\$105,000	
		WATER/SEWER	Sidewalk Plow #44 (50%)	\$85,000					\$85,000	
		WATER/SEWER	Light Duty SUV, Truck #80				\$30,000		\$30,000	
		WATER/SEWER	Truck #2					\$60,000	\$60,000	
		WATER/SEWER	Truck #50 w/ plow					\$60,000	\$60,000	
	WATER/SEWER	Landscape Trailer	\$15,000					\$15,000		

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2018	2019	2020	2021	2022	GRAND TOTAL
WATER/SEWER		WATER/SEWER	Zero-Turn Mower		\$14,000				\$14,000
		WATER/SEWER	Electronic Message Board (50%)					\$10,000	\$10,000
		BORROWING - WS	ERT Replacement		\$1,500,000				\$1,500,000
DPW WATER/SEWER				\$2,540,000	\$2,879,000	\$4,810,000	\$2,620,000	\$1,555,000	\$14,404,000
RECREATION	II	RECREATION	Recreation Downstairs -Reception			\$40,000			\$40,000
	PM	RECREATION	Dawson Court Maintenance			\$20,000			\$20,000
		RECREATION	Court Maintenance HMLD				\$15,000		\$15,000
		RECREATION	Recreation Downstairs - Range				\$30,000		\$30,000
		RECREATION	Tennis Backboard		\$8,000				\$8,000
		RECREATION	Pool Replace Caulking	\$15,000	\$15,000				\$30,000
		RECREATION	Mountview Courts	\$30,000					\$30,000
		RECREATION	Playground Surfaces/ Equipment			\$15,000			\$15,000
		RECREATION	Soccer Field Rehab.				\$35,000		\$35,000
		RECREATION	Soccer Field Restoration					\$35,000	\$35,000
RECREATION				\$45,000	\$23,000	\$75,000	\$80,000	\$35,000	\$258,000
SENIOR CENTER	ER	CASH	Kitchen Refrigerator/ Freezer	\$10,000					\$10,000
		CASH	Replace AC Units (3)			\$25,000	\$25,000		\$50,000
	BM	CASH	Painting Interior					\$10,000	\$10,000
	MR	CASH	Roof Replacement (Add'l)	\$55,000					\$55,000
	VR	CASH	Town COA Van (30%)		\$50,000				\$50,000
SENIOR CENTER				\$65,000	\$50,000	\$25,000	\$25,000	\$10,000	\$175,000
TOWN CLERK	ER	CASH	Voting Machine					\$49,000	\$49,000
TOWN CLERK								\$49,000	\$49,000
TOWN MANAGER - IT	ER	CASH	Hardware Updates	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
TOWN MANAGER- IT				\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
CATV	ER	CATV	CATV Studio Camera Upgrade	\$95,000	\$55,000	\$55,000	\$55,000	\$55,000	\$315,000
			Remote Studio Equipment	\$120,000	\$80,000	\$80,000	\$80,000	\$80,000	\$440,000
CATV				\$215,000	\$135,000	\$135,000	\$135,000	\$135,000	\$755,000
Grand Total				\$5,155,500	\$4,800,500	\$6,478,200	\$4,861,000	\$3,752,000	\$25,047,200

KEY:

BM - BUILDING MAINTENANCE

ER - EQUIPMENT/ REPLACEMENT/UPGRADES

II - INFRASTRUCTURE IMPROVEMENTS

MR - MAJOR REPAIRS

PM - PARK/REC MAINTENANCE

VR - VEHICLE REPLACEMENT

SUMMARY - FUNDING SOURCE	FY	FY	FY	FY	FY	Grand Total
	2018	2019	2020	2021	2022	
BOND - GENERAL FUND	\$570,000	\$0	\$0	\$0	\$650,000	\$1,220,000
CASH APPROPRIATION	\$1,172,500	\$1,150,500	\$845,200	\$683,000	\$764,000	\$4,615,200
Sub-Total General Fund	\$1,742,500	\$1,150,500	\$845,200	\$683,000	\$1,414,000	\$5,835,200
OTHER - CH 90/REC/CATV	\$873,000	\$771,000	\$823,000	\$828,000	\$783,000	\$4,078,000
OTHER - FIRE STBL/DPW DEPR	\$0	\$0	\$0	\$730,000	\$0	\$730,000
Sub-Total Other	\$873,000	\$771,000	\$823,000	\$1,558,000	\$783,000	\$4,808,000
BOND - W/S	\$1,945,000	\$2,550,000	\$4,700,000	\$2,400,000	\$1,000,000	\$12,595,000
CASH - W/S	\$595,000	\$329,000	\$110,000	\$220,000	\$555,000	\$1,809,000
WS Sub-Total	\$2,540,000	\$2,879,000	\$4,810,000	\$2,620,000	\$1,555,000	\$14,404,000
GRAND TOTAL	\$5,155,500	\$4,800,500	\$6,478,200	\$4,861,000	\$3,752,000	\$25,047,200

Town of Holden
Five Year Capital Budget History -- 2013 - 2017
(As Voted at Town Meeting)

DEPARTMENT	EXPENDITURE	2013	2014	2015	2016	2017	GRAND TOTAL
FIRE							
	Chaffins Sta Building Improvements	\$20,000					\$20,000
	Rebuild Fire Pumps	\$20,000					\$20,000
	Traffic Light System			\$64,000			\$64,000
	Portable Radio Upgrades				\$100,000		\$100,000
	Tower Truck Refurbishment				\$250,000		\$250,000
	Hose 5,300 ft. - 4"					\$32,000	\$32,000
	Tough Book/ Doc (2)				\$5,000		\$5,000
	PPE	\$12,500	\$12,000	\$12,000	\$12,000	\$12,000	\$60,500
	SCBA Bottles		\$26,000				\$26,000
	USB Batteries			\$10,000			\$10,000
	Engine #2 Replacement					\$600,000	\$600,000
	Squad Car			\$150,000			\$150,000
	Car #2		\$45,000				\$45,000
	Utility Truck/ Vehicle	\$47,500					\$47,500
EMS	Defibrillator	\$5,000				\$58,000	\$63,000
	Lucas Press (CPR)		\$13,000		\$13,000		\$26,000
	Video Laryngoscopes					\$10,000	\$10,000
	Infusion Pumps					\$16,000	\$16,000
	Ambulance			\$250,000			\$250,000
	Fire & EMS Sub-Total	\$105,000	\$96,000	\$486,000	\$380,000	\$728,000	\$1,795,000
HISTORIC DISTRICT							
HDC	Historic District Signs	\$7,500	\$7,500				\$15,000
LIBRARY							
	Building Maintenance/ Repair	\$12,500					\$12,500
	Replacement of Light Fixtures					\$60,000	\$60,000
	Parking Lot Improvements			\$42,000			\$42,000
	Reference/ Computer Furniture				\$24,000		\$24,000
	Roof Repair		\$31,000				\$31,000
	Library Subtotal	\$12,500	\$31,000	\$42,000	\$24,000	\$60,000	\$169,500
POLICE							
	Cruisers	\$34,000	\$68,000	\$70,000	\$74,000	\$74,000	\$320,000
	SUV Truck #11					\$31,000	\$31,000
	Protective Vests					\$25,000	\$25,000
	Police Sub-Total	\$34,000	\$68,000	\$70,000	\$74,000	\$130,000	\$376,000

DEPARTMENT	EXPENDITURE	2013	2014	2015	2016	2017	GRAND TOTAL
PUBLIC WORKS							
ADMIN.	1420 Main St. Parking Lot (50%)				\$30,000		\$30,000
	TH/ Starbard Parking Lot			\$140,000			\$140,000
	Fuel Pump Reporting System	\$30,500					\$30,500
	Road Sensor/ Salt Spreader				\$15,000		\$15,000
ENGINEERING	Reservoir Culvert Design			\$15,000			\$15,000
	Newell Road Culvert	\$150,000					\$150,000
	GIS Updates			\$15,000			\$15,000
HIGHWAY	Traffic Signal Upgrades					\$60,000	\$60,000
	Portable Electronic Sign (50%)			\$7,500			\$7,500
	Sidewalk / Trench Paver				\$35,000		\$35,000
	Heavy Duty Trailer			\$10,000			\$10,000
	Sidewalk Plow/ Blower		\$135,000				\$135,000
	Skid Steer w/ Attachments			\$75,000			\$75,000
	Truck/ Hook & Haul #11				\$180,000		\$180,000
	Asphalt Reheater/ Trailer (50%)				\$22,500		\$22,500
	Wyoming Drive Culvert				\$50,000	\$200,000	\$250,000
HIGHWAY (Continued)	LOCAL ROADS/ SIDEWALKS	\$225,000	\$250,000	\$250,000	\$300,000	\$325,000	\$1,350,000
	CHAPTER 90	\$590,146	\$592,000	\$613,849	\$613,121	\$613,000	\$3,022,116
	Crack Sealing	\$10,000					\$10,000
	Sidewalk Paving Materials				\$25,000		\$25,000
	Loader w/ Wing Plow			\$250,000			\$250,000
	1-Ton Dump w/ Plow	\$62,500		\$100,000			\$162,500
	4 X 4 Truck w/ Plow	\$50,000					\$50,000
	Street Sweeper #47				\$190,000		\$190,000
	Dump w/ Plow	\$210,000	\$100,000				\$310,000
	Pick-Up w/ Plow		\$50,000				\$50,000
	10-Wheel Dump w/ Wing Plow #12					\$280,000	\$280,000
MECHANICS	Truck w/ Plow		\$50,000				\$50,000
BUILDINGS & GROUNDS	Starbard/ TH Exterior Paint				\$60,000		\$60,000
	Town Hall Entry Doors			\$10,000			\$10,000
	Convert Town Buildings to Gas		\$63,000				\$63,000
	Mower - Leaf Vac	\$70,000					\$70,000
	Infield Groomer w/ Trailer				\$25,000		\$25,000
	Boom-Head Mower		\$13,500				\$13,500
	Tractor/ Mower			\$15,000			\$15,000

DEPARTMENT	EXPENDITURE	2013	2014	2015	2016	2017	GRAND TOTAL
B & G	Dump w/ Plow			\$170,000			\$170,000
	1-Ton Dump w/ Plow	\$100,000		\$100,000			\$200,000
	Pick-Up w/ Plow		\$50,000				\$50,000
	Truck w/ Wing/ Spreader		\$250,000				\$250,000
	DPW Sub-Total	\$1,498,146	\$1,553,500	\$1,771,349	\$1,545,621	\$1,478,000	\$7,846,616
DPW WATER/ SEWER							
	Portable Electronic Sign (50%)			\$7,500			\$7,500
	Sewer SCADA Upgrade			\$150,000			\$150,000
	Asphalt Reheater/ Trailer (50%)				\$22,500	\$60,000	\$82,500
	Water Main Replacement		\$225,000	\$600,000	\$1,600,000	\$850,000	\$3,275,000
	Inflow/Infiltration Removal	\$105,000	\$50,000	\$150,000	\$240,000	\$365,000	\$910,000
	Sewer Pump Stations	\$105,000	\$50,000				\$155,000
	Water System Improvement	\$5,000					\$5,000
	Spring Street Building		\$45,000				\$45,000
	Lincoln/ Jefferson Pump Sta				\$270,000	\$350,000	\$620,000
	Sycamore Dr. Booster Station				\$35,000		\$35,000
	Princeton St.Sewer Pump Sta					\$280,000	\$280,000
	Avery Heights Tank Painting		\$525,000	\$550,000			\$1,075,000
	Dump w/ Plow			\$90,000	70,000		\$160,000
	Dump w/ Plow #60				\$220,000		\$220,000
	4 X 4 Truck w/ Plow	\$85,000					\$85,000
	Backhoe/ Loader	\$85,000					\$85,000
	Utility Truck w/ Pole and Crane		\$120,000				\$120,000
	F350 w/ Plow #4					\$105,000	\$105,000
	Water/ Sewer Subtotal	\$385,000	\$1,015,000	\$1,547,500	\$2,457,500	\$2,010,000	\$7,415,000
RECREATION							
	1420 Main St. Parking Lot (50%)				\$30,000		\$30,000
	Furnishings - Office/ Studio				\$15,000		\$15,000
	Pool Vacuum		\$8,000				\$8,000
	Backstop -- Jefferson					\$15,000	\$15,000
	Field Maintenance	\$15,000	\$15,000				\$30,000
	Upgrade PD Sta for Rec Use			\$100,000			\$100,000
	Trout Brook Pavillion		\$25,000				\$25,000
	Court Maintenance			\$20,000	\$15,000	\$25,000	\$60,000
	Playground Surfaces/ Equipment	\$6,000		\$10,000		\$15,000	\$31,000
	Lap Pool Re-Caulking		\$8,000				\$8,000
	Recreation Subtotal	\$21,000	\$56,000	\$130,000	\$60,000	\$55,000	\$322,000

DEPARTMENT	EXPENDITURE	2013	2014	2015	2016	2017	GRAND TOTAL
SENIOR CENTER							
	Carpeting					\$20,000	\$20,000
	Interior Painting			\$14,000			\$14,000
	Replace Chairs		\$6,250				\$6,250
	Kitchen Refrigerator/Stove				\$14,500		\$14,500
	Roof Replacement/ Repairs			\$6,000		\$35,000	\$41,000
	Senior Center Subtotal		\$6,250	\$20,000	\$14,500	\$55,000	\$95,750
TOWN CLERK							
	Voting Equipment	\$5,035				\$49,000	\$54,035
TOWN MANAGER - IT							
	Photo-copier Lease	\$3,612					\$3,612
	Hardware Updates	\$25,000			\$25,000	\$25,000	\$75,000
	Upgrade wireless system			\$6,000			\$6,000
	Upgrade wiring/ electrical systems			\$4,000			\$4,000
	SAN Upgrade		\$20,310			\$37,000	\$57,310
	TM Sub-Total	\$28,612	\$20,310	\$10,000	\$25,000	\$62,000	\$145,922
HOLDEN COMMUNITY TV							
	CATV Studio Camera Upgrade			\$110,000	\$100,000	\$25,000	\$235,000
	Remote Studio/ Upgrades					\$100,000	\$100,000
	CATV Subtotal			\$110,000	\$100,000	\$125,000	\$335,000
Grand Total		\$2,096,793	\$2,853,560	\$4,186,849	\$4,680,621	\$4,752,000	\$18,569,823